How Does Human Resources Perception Affect Organizational Ambidexterity?

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Abstract

This study examines the impact of perception on work behavior. Individual differences are important in studying organizational behavior and management for a very important reason. Individual differences have a direct effect on behavior, every person is unique because of his perception, people with different perceptions have different characteristics, needs, and how they perceive the world and other individuals and interact differently with bosses, co-workers, subordinates and customers. Individual perceptions shape organizational behavior and consequently individual and organizational success for example, individual differences help examine why some people embrace exchange and others are fearful of it. Or why some employees will be productive only if they are closely supervised, while others will be productive only if they are not .Or why some workers learn new tasks more effectively than others A helpful way to think about the importance of individual differences in influencing work behavior is through the use of the Attraction-Selection-Attrition (ASA) framework. Different people are attracted to different careers and organizations as a function of their own abilities, interests and personalities. Similarly, organization select employees on the basis of the needs the organization has. Needs refers to not only to skills and abilities, but also to individual attributes such as values, and personality. Not all attraction decisions and selection decisions work out, however, Attrition occurs when individuals discover they do not like being part of the organizations and selects to resign or when the organization determines an individual isn't succession and select to terminate.

Keywords: Human Resources Perception, Organizational Ambidexterity.

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Introduction

Although the implications for a company's overall HR practices, or HR package, have been extensively studied, the effects of employees' public perception of HR effectiveness have rarely been studied. The current research examines whether a company's human resource group measured at the company level is related to the overall employee perception measured at the individual level, and whether public perception influences perceived procedural fairness and organizational commitment. Using data collected from 37 companies and 959 employees in Korea, the results show that the company's HR group influences the overall perception of employees, and that public perception predicts organizational commitment, which is partly mediated by the perception of procedural fairness.

Literature Review

The following section of this paper will introduce the literature review for the research variables that were identified through the qualitative study and used for developing the research hypotheses.

Human Resources Perception

Most of us would have encountered the phrase, it is all about perceptions and some of us would have come across the term, perception management. In the corporate world, these terms are often bandied about to indicate that more than the actual work or achievements that one accomplishes; one should be seen and viewed as an achiever. What this means is that the perceptions of people around the individual about the individual's capabilities are more important than the actual capabilities. Of course, this does not mean to say that a complete failure can still be packaged and sold as success. What this means is that along with achieving something, we have to ensure that the environment perceives us as achievers and successes. The bottom line here is that it is just not enough for us to reach milestones and targets. We have to ensure that the message is communicated and received appropriately. Perception management plays a huge role in the corporate world as well as in the defense forces where the ability to influence the receivers' impressions of the event is paramount. For instance, many corporates court the media houses and channels to air or publish favorable stories about them. This is done with an eye on perception management where the users and the consumers ought to recognize the achievements of the corporates in a positive manner. In these cases, perceptions count more than the actual achievement per se as perceptions determine whether

the consumers would be willing to buy the product and be loyal towards the company. Another term, top of the mind recall, is often used to denote how well the consumers know a particular company's products and this is again determined by the perceptions that consumers hold about the product. In the present chapter the major findings of the research work are being listed, and then on the basis of these findings certain some important recommendations are made. HR's perceived that Gen Y employees accept more change in the workplace than Gen X. Gen X employee expects more supervision whereas Gen Z employees (yet to be) rejects such supervision. In comparison with Gen X & Gen Y, Gen Z prefers more flexible working hours. All three generations preferred macro management over micromanagement. Gen X HR's viewed that Gen X employees are easier to motivate whereas Gen Y employees require the higher Gen Y HR's viewed that Gen X employees are difficult to motivate whereas Gen Y employees require lesser need for supervision all generations expect the change in work-life balance policies. Due to entry of Gen Z organizations should build better team building strategies. HR had a consistent better view about Gen Z over other generations. Generation Z is expected to be more loyal to the organization and respecting authority than Organizational success aims to achieve competitive advantage and to ensure business sustainability in the long run. Leveraging and capitalizing on the value of generational diversity is important to achieve this end. It can contribute to. Improved talent attraction and retention. Increased employee commitment. Enhanced workplace productivity. Expanded view of succession planning and building leadership bench strength. Given below are some suggestions to bridge the generation gap, so as to harness and maximize the limitless capabilities of a multigenerational workforce. HR should understand the importance of tangible and intangible work benefits as generation Z is more geared towards. HR should improve macro management over micromanagement. Employees expect change in work life balance policies. Each generation and their unique perspective should be acknowledged and incorporated through the implementation of organizational policies. HR needs to leverage the strengths of each generation and understand how individuals in different generations act and react. Large differences in perceptions about other generations lead to the creation of HR policies which hinder employee performance and the create friction and dissatisfaction in employee mindsets and hence HR's should remove their bias during creation of HR policies. •Perceptions differ with generations which are a natural phenomenon but, in the research, we could observe that there were large differences also which need urgent rectification through orientation and talk sessions etc., to remove the stereotyping and prejudice in them (Rama Devi & Lakshmi Narayanamma, 2014). It is discovered that not just distributive equity view of workers' in protection organizations positively affects

singular execution yet in addition on firm execution. Additionally, applications in groundbreaking authority style have a significant positive effect on hierarchical equity observation. Moreover, no proof could be arrived at that shows positive effect of groundbreaking administration applications on individual and firm execution of workers in this examination (Cemal Zehir et al., 2015). Major individual variables that influence work behavior include demographic factors (e.g. age, sex, and race), abilities and skills, perception, attitudes, and personality shape productive, nonproductive and counterproductive work behavior. Perception is a process that involves selection, organization, and interpretation of environmental factors, from shapes, to people and other stimuli. Through the perceptual process individuals attempt to make sense of the stimuli they receive. Some of the distortions in perception occur because of selected and divided attention, the halo effect, similar to me errors and situational factors. An attitude is a learned predisposition to respond favorably or unfavorably to people, objects, and situations with which it is related, an attitude consists of a cognitive component (beliefs), an affect component (feelings) and a behavioral component, which consists of the individual's behavioral intentions (Amir Abou Elnaga, 2012). According to (Ferris et al., 2007), the implicit (if not explicit) assumption since the beginning of the science and practice of HRM has been that if we do HRM well, this will somehow make organizations perform more effectively. The present study attempted to more precisely articulate this somehow by exploring a mediating and a moderating model of the relationship between employee perception of developmental HR practices and work performance and turnover intention at the individual level of analysis. While the findings of this study are in accordance with prior HRM research regarding the relationship between HR practices and turnover intention or actual turnover, the findings for individual work performance imply that the success or failure of developmental HRM is dependent on the quality of the employee–organization relationship (Bård Kuvaas, 2008).

Ambidexterity

In this examination, we were keen on ability to use both hands at the singular level (singular ability to use both hands) as a critical micro foundation of authoritative ability to use both hands. With respect to structures (Issue 1), despite the fact that both mental (miniature) and hierarchical (full scale) hypotheses have been utilized, scarcely any examinations consolidate them. As organizations manage staggered issues, a few hypotheses at various levels must be consolidated. Integrative speculations might assist with progressing and conquer the miniature full scale partition in the executive's research, by and large, and in hierarchical and singular ability to use both hands specifically. Figure 3 sums up what we think about precursors, outcomes, and unexpected impacts of individual ability to use both

hands (Issues 5 and 6). Some converse connections could be investigated, for example, the impact of hierarchical ability to use both hands, as an authoritative unique capacity, on the ability to use both hands of people. At long last, scientists should expressly show hypotheses, definitions, setting, and approaches they center their examinations and unmistakably talk about in their papers how they measure what's more, operationalize singular ability to use both hands (Issue 8) and why that measure speaks to the hypothetical idea and approach. It sums up future exploration proposition in the central points of contention analyzed (López-Gamero et al., 2020). For quite a long-time researcher have focused on the inescapability and constancy of dumbfounding pressures in associations and their exercises. The HR office, working at the interface of other practical territories and managing the most exceptional and complex of an associations' "assets"— individuals—has been truly inclined to pressures and contending requests. Be that as it may, notwithstanding the perceptions of Catch 22 examinations that pressures are endemic and basic to firms' endurance, HRM research has only sometimes applied the mystery focal point to contemplate the nature and the executives of contending requests. Our article tends to this deficiency and use conundrum speculating to look at the oddity of learning inalienable in a focal undertaking of HR divisions in MNC auxiliaries— the selection of corporate HRM rehearses. Mystery hypothesizing gives a met theoretical system that relates the unmistakable setting and wonders explicit speculations of incomprehensible strains, permitting them to illuminate each other. In this article, we contended that the learning mystery in HRM is show in the pressure between the operational (exploitative) and key (explorative) HRM exercises. To inspect this mystery, we incorporated the investigations of practice move, OA, and AC. In doing as such, we addressed late calls to contemplate the complexities of HRM practice move, the idea of operational and vital HRM undertakings, and the impacts of capacities on training reception in MNC units. We accept that this article opens new roads for coordinating the HRM, OA, and AC concentrates in search of novel bits of knowledge into the nature and the board of strains in HRM what's more, past. it presents means, standard deviations, and correlations. Given the multilevel nature of our data and the inclusion of both top-down and bottom-up relationships in our multilevel model. We developed a multilevel framework about how different sets of firm HR practices may indirectly affect organizational ambidexterity through unique top-down and bottom-up paths. We found that ability- and motivation-enhancing HR practices contribute uniquely to ambidextrous behaviors of operational managers by increasing either their RBSE or their IMO. Moreover, we showed that opportunity-enhancing HR practices shape the bottom-up relationship between operational manager ambidexterity and organizational ambidexterity. Overall, our multilevel framework provides a novel

understanding about how HR practices affect organizational outcomes by supporting individual behaviors to emerge. Limitations and Future Research Directions although the present study has important implications, it has its limitations. Our data were collected in a single industry. Yet, competitive dynamics and uncertainty may vary across industries, thus making it more or less difficult for individuals or organizations to attain ambidexterity (Blagoeva et al., 2020). Finding of this study demonstrate the impact of environmental dynamism on the ambidextrous culture and contextual ambidexterity (Khan & Mir, 2019). The result suggest that ambidexterity is more convenient for firm contexts with high absorptive capacity. While specialization exploitation or exploration performable in contexts (Solís-Molina et al., 2018). The widespread and fast evolution of platforms has attracted the attention of researchers from many different fields. So far, platform research has been fragmented and insights on platform strategies are isolated. Adopting a rigorous procedure for sample selection, we identified five significant strategies espoused by platform owners: pricing, openness, integration, differentiation, and envelopment. Platform strategies are different from the strategy's firm's offer for ordinary products or services. The difference comes from the fact that platforms can be conceptualized as evolving organizations effectively and efficiently federating and coordinating the interaction, innovation, and competition of participants. With the OA perspective, this paper presents an integrative review of the current position of platform strategy studies. Further, the OA perspective emphasizes exploration and exploitation in a complementary way, which is critical for business sustainability. The OA perspective allows us to open the black box of any particular strategy and provides us with a tool to analyze the potential trade-off of this specific strategy. In doing so, we examined the explorative and exploitative components of each strategy and investigated how a platform owner can utilize ambidexterity in each and every strategy. Further, we identified three important and promising avenues for future research and analyzed these avenues with the OA perspective. Overall, we are confident that our study offers a valuable systematization and consolidation of extant research on platform strategies, and we firmly believe it can serve as a foundation for future research (Wan et al., 2017). Nowadays PSOs are focused on the development of their innovation capabilities, and this development implies deep structural, cultural and managerial adaptations. In this article, we have sought to identify the underpinning challenges of these adaptations, and the strategies deployed by PSOs to overcome these challenges. To do so, we applied the concept of organizational ambidexterity to trace the evolution of the trade-off for PSOs between exploitation and exploration. In a nutshell, the answer to the first research question is that PSOs innovation capabilities are importantly underpinned by a tension related to the

necessity to run two antagonistic types of activities, exploitation and exploration, simultaneously   .Besides, the concept of organizational ambidexterity(second research question)enabled us to point to an underlying mechanism that is now being applied in PSOs and is making the development of their innovation capabilities seven more complex: a difficult transition towards some sort of contextual ambidexterity (Owen Boukamel, 2017). Our assessment of the measurement model for reflective indicators in PLS is based on individual item reliability, construct reliability, convergent validity, and discriminant validity (Hair et al., 2012). Individual item reliability is considered adequate when an item has a factor loading above 0.7 in its respective construct. The loadings of our indicators exceed 0.7 it except for one: the equitable reward system. In this case, a decision was made to verify the remaining measurement indices for the HPWS construct, namely: composite reliability (CR); average variance extracted (AVE); and discriminant validity. As will be seen below, all these indicators are appropriate, which makes us consider that the item has an adequate reliability level. This first stage must also include the evaluation of scales through Cronbach's α and the composite reliability (CR) index; and the existence of convergent validity could be verified through the analysis of the average variance extracted (AVE). it shows that both the alpha value and the CR index exceeded the critical value of 0.7 in every variable; and the value of AVE was situated above 0.5 (Fornell & Larcker, 1981). Finally, the analysis of the measurement model requires verifying the existence of discriminant validity. In this respect, the most widely accepted method in PLS consists in drawing a comparison between the AVE value in each construct and the square of the correlation between the construct and each variable. Therefore, if AVE exceeds the squared correlation, it can be accepted that each construct relates more intensely to its own measurements than to those of other variables. it presents the square root of AVE in the diagonal; and the correlations estimated for each pair of constructs in the elements outside the diagonal. This information confirms the existence of discriminant validity in constructs (Mercedes Úbeda-García et al., 2017). Exploration and exploitation remain at the heart of successful organizations. Firms that are able to balance the demands of the market with a healthy view toward the future are likely to remain optimally situated in today's fast-changing business world. This focus requires firms to be ambidextrous and to utilize their limited resource bases to simultaneously pursue efficiency and innovation. The results of this study point to high-performance work systems as a potential firm-level competency that can produce the ambidexterity necessary to generate superior firm performance. In particular, as firms try to do more with less, paying careful attention to the practices designed to select, train, compensate, and reward employees is likely to pay dividends for both organizational efficiency and

innovation. The results of this study should be considered in light of its limitations, which also help to open the door to future studies in this area. Future research should take care to provide a better understanding of the relationship between high-performance work system adoption and organizational ambidexterity (Jiang et al., 2013).

Research Questions and Hypotheses

- Tricky employee queries
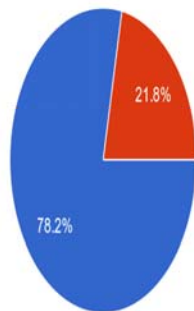- Employee retention
- Productivity
- Diversity and discrimination

The research questions

Does organizational ambidexterity have an impact on hr. perception?

H: Organizational ambidexterity has a significant positive effect on hr. perception.

Descriptive analysis:

Gender?
101 responses

● male
● female

21.8%

78.2%

Sector?
100 responses

● Public sector
● Private sector

54%

46%

Age?
100 responses

● 25 - 35 years old
● * 35 - 45 years old
● * 45+
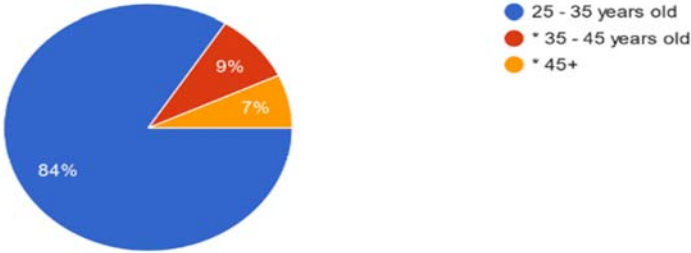
Is HR Manager does not take any steps for understanding the problems of employees
101 responses

● Srongly disagree
● Disagree
● Neutral
● Agree
● Srongly agree
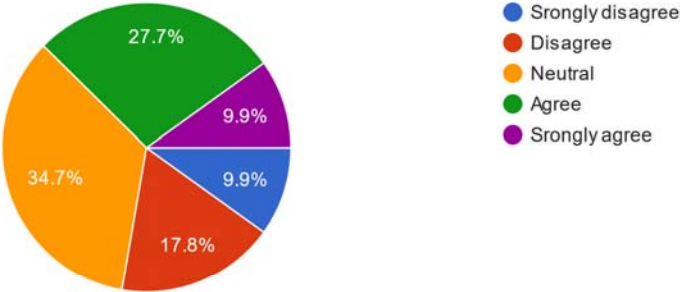
Does HR Manager in our organization shares genuine care and support towards employees
102 responses

● Strongly disagree
● Disagree
● Neutral
● Agree
● Strongly agree

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Is HR manager does not easily trust the employees
102 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

17.6%
14.7%
40.2%
6.9%
20.6%
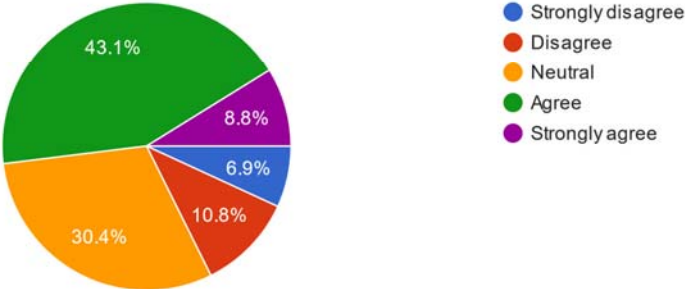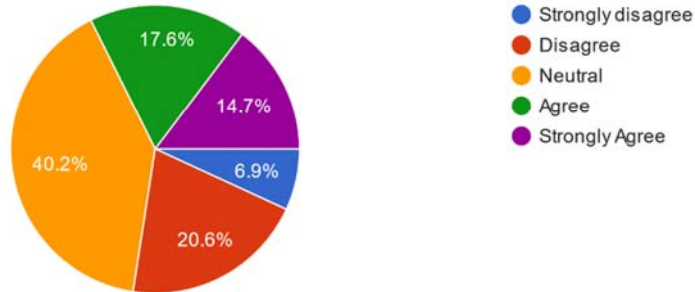
Is HR managers conduct meetings and discussion with union members before bringing major policy changes
102 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

33.3%
14.7%
32.4%
13.7%
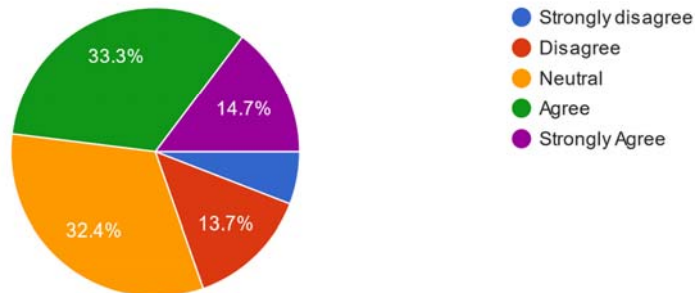
There is no transparency in the work culture of our HR. department
100 responses
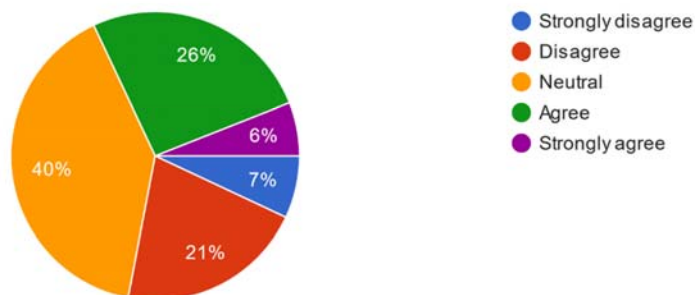
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

26%
6%
40%
7%
21%

Is HR manager shows respect and concern for every employee
101 responses

Strongly disagree
Disagree
Neutral
Agree
Strongly agree

41.6%
21.8%
8.9%
25.7%
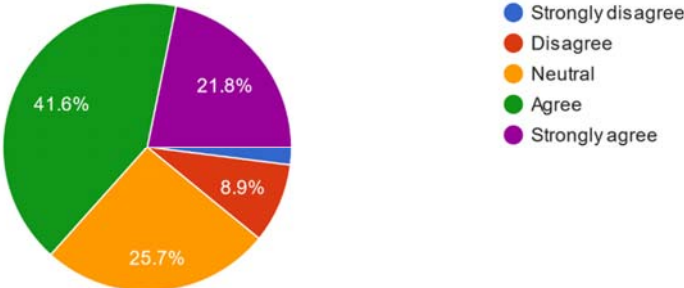
Is HR Manger has positive and healthy communication with all employees
102 responses

Strongly disagree
Disagree
Neutral
Agree
Strongly agree

38.2%
26.5%
26.5%
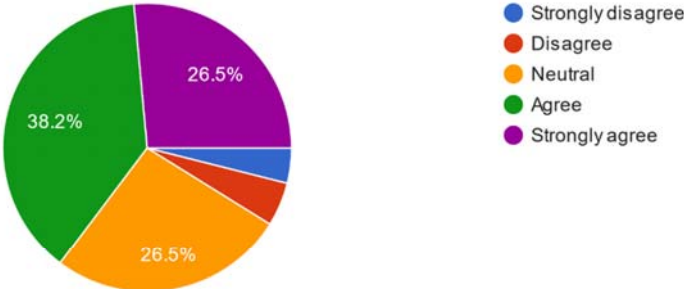
Is HR Mangers biased and shows favoritism
102 responses

Strongly disagree
Disagree
Neutral
Agree
Strongly agree

42.2%
13.7%
10.8%
8.8%
24.5%
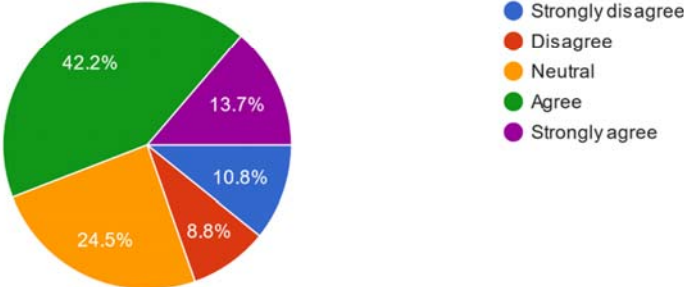
Is HR Managers clearly communicates changes in rules and policies
101 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree
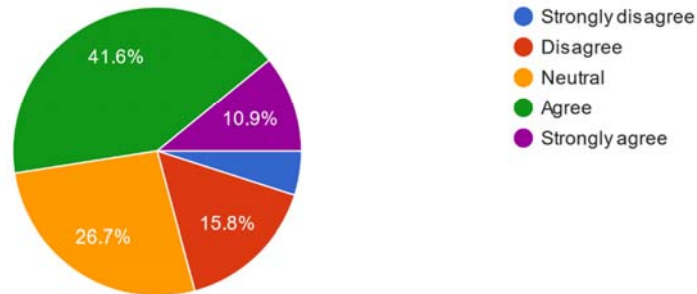
Is HR Managers is appreciated for his ethical behavior
101 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
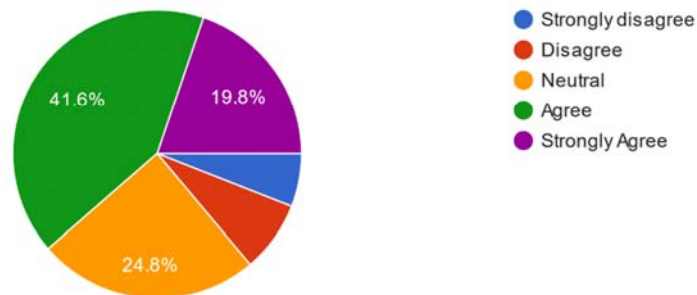
Is HR Managers is ensuring the employee's rights are protected
102 responses
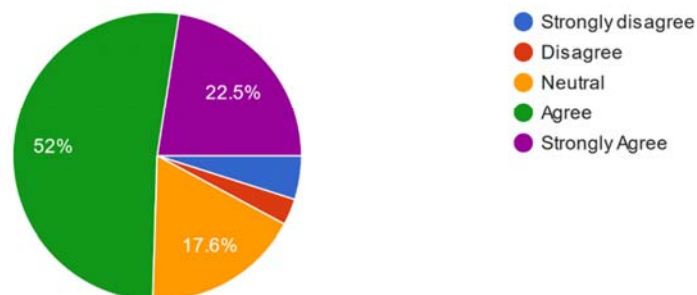
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Is HR Managers deals effectively with problem and crisis
100 responses

Legend:
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

(35%, 19%, 6%, 12%, 28%)
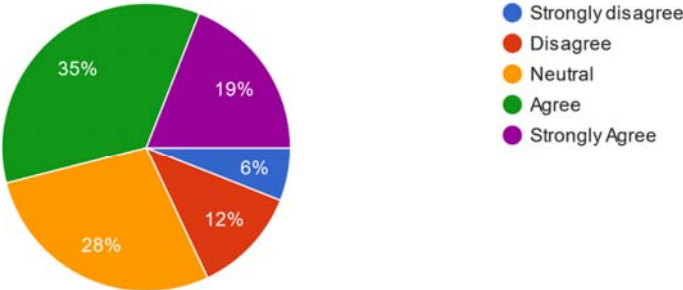
Is HR Managers gets stressed and distracted for minor issue
100 responses

Legend:
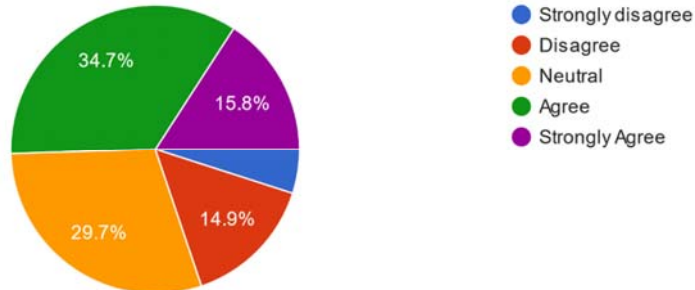- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

(40%, 15%, 23%, 17%)
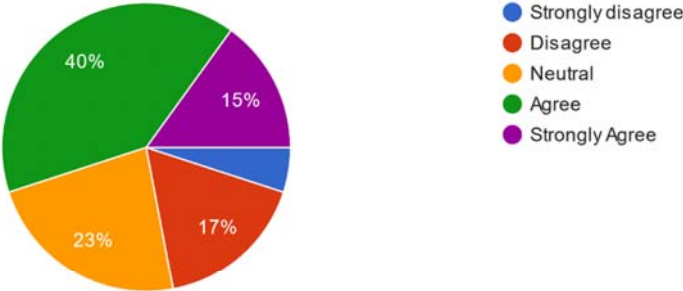
Is HR. managers stands for the welfare of the employees even if it means rubbing against the management
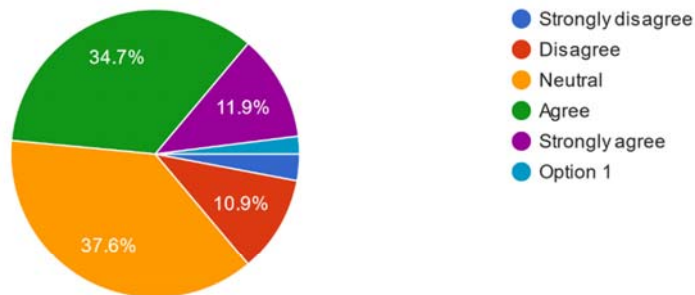100 responses

Legend:
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

(33%, 14%, 7%, 17%, 29%)

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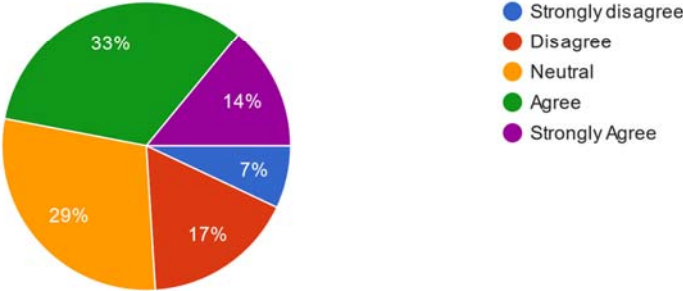
Is HR Managers is suspicious of employee's behavior
101 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Is HR Managers is empathetic towards employees
101 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree
- Option 1

New business methods and services are always worth trying even if they may prove risk.
102 responses

- Strongly disagree
- disagree
- netural
- agree
- strongly agree
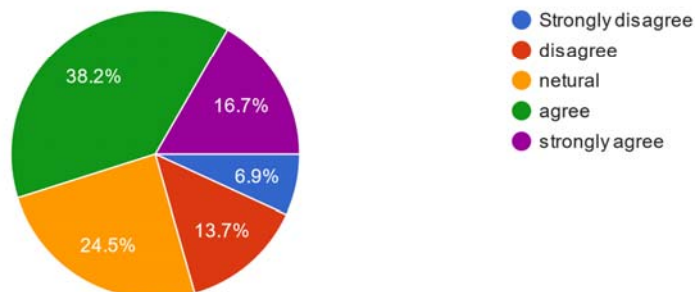
Reports prepared by external experts are an extremely important source of information.
102 responses

- strongly disagree
- disagree
- netural
- agree
- strongly agree
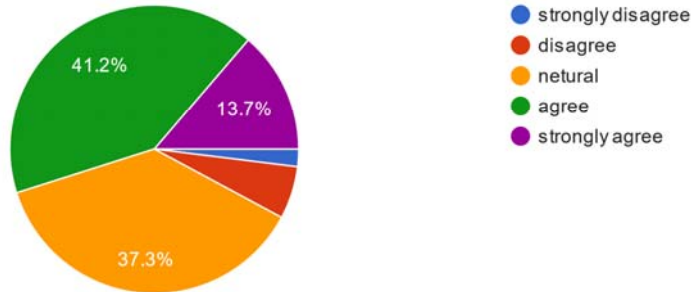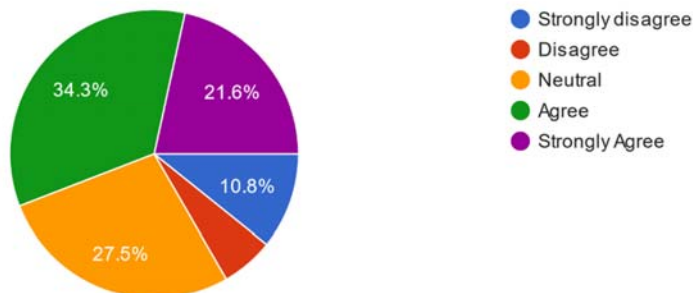
Is Hr top managers in any important decision seek information or advice from the board of directors or owners
102 responses

- Strongly disagree
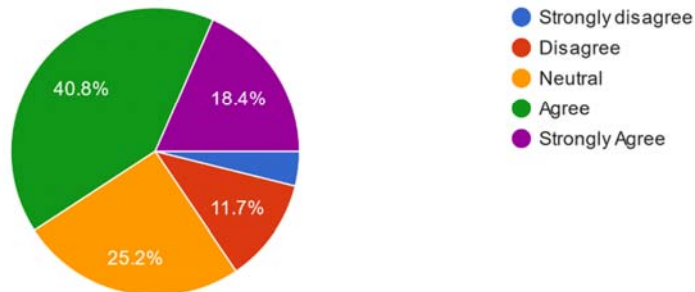- Disagree
- Neutral
- Agree
- Strongly Agree
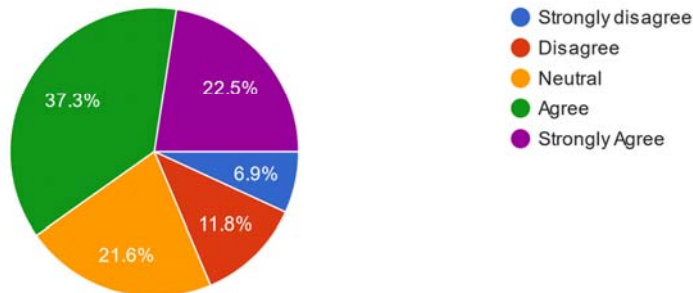
Adaptability to hr employees to work under pressures.
102 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Is the Overall atmosphere comfy and helpful
103 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Is there Personal communication between top managers and employees
104 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree
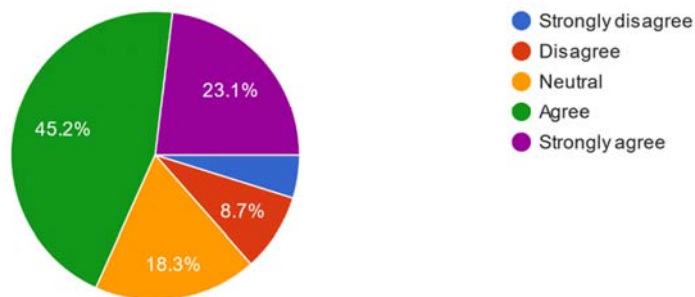
Conclusion and Results:

101 people underwent to questionnaire, 78 men and 23 women. 84% of them their age from 25 to 35, 9% from 35 to 45, 7% more than 45. 46% on public sector, 54 on private sector. 9.9% of people strongly disagree with that HR doesn't take any step for understanding the problems of employees, 27.7 agree with that and 17.8 disagree with that. 6.9% strongly disagree with that HR manager in our organization shares genuine care and support towards employees. 8.8% strongly agree with that. 6.9% strongly disagree with that HR managers doesn't easily trust the employees. 14.7% strongly agree with that. 5.9% strongly disagree with that HR mangers conduct meeting and discussion with union members before brining major policy changes. 14.7% strongly agree with that. 7% strongly disagree with that there is no transparency in the work culture of our HR department. 6% strongly agree with that. 2% strongly disagree with that HR mangers shows respect and concern for

every employee. 21.8% strongly agree with that. 14.9 strongly disagree with that HR mangers has positive and healthy communication with all employees. 26.5% strongly agree. 10.8% strongly disagree with that HR mangers based and show favoritism. 13.7% strongly agree with that. 5% strongly disagree with that HR mangers clearly communicates changes in rules and policies. 10.9% strongly agree with that. 6.9% strongly disagree with that HR mangers is appreciated for his ethical behavior. 19.8% strongly agree with that. 5% strongly disagree with that HR mangers is ensuring the employee's right are protected. 22.5% strongly agree with that. 6% strongly disagree with that HR mangers deals effectively with problem and crisis. 19% strongly agree with that. 5% strongly disagree with that HR mangers get stressed and distract for minor issue. 15% strongly agree with that. 4.9% strongly disagree with that HR mangers is suspicious of employee's behavior. 15.8% strongly agree with that. 4.7% strongly disagree with that there is personal communication between top managers and employees. 23.1% strongly agree with that.

Recommendations:
- Provide Leadership

Having a clearly defined strategy for managing employee relations and establishing structured procedures, parameters and protocols helps ensure that there are no guessing games and that all employees are treated consistently and fairly.
- Initiate Employee Development

Robust training programs can help with recruiting efforts by offering on-the-job training to new hires and can reduce their skill expectations in return. Additionally, assessing employee interpersonal skills and training in time management
- Engage Employees

The greatest engagement initiatives encourage employees to play a role in their company's success. Inviting workers to participate in brainstorming sessions, asking their insights in problem solving and seeking input on company initiatives shows respect, creates a sense of ownership and purpose, and goes a long way in improving job satisfaction
- Encourage Diversity

Encouraging diversity is also a significant factor in creating a healthy workplace culture and an organization that improves its ability to solve complex problems.
- Contribute to Organizational Profit (Performance)

Outsourcing a portion or all of your HR functions typically costs less than hiring a full-time team member, and the expertise provided ensures compliance, allows you

to focus on functions that are your direct responsibility and builds rapport with your workforce.

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Appendix

- Gender
- Age
- Sector

   Answer questions as following (Agree-Strong Agree-Neutral-Disagree-Strong Disagree)

1- HR manager do not take any steps for understanding the problems of employees.
2- HR manager in our organization shares genuine care and support towards employees.
3- HR manager does not easily trust the employees.

4- HR manager conduct meeting and discussion with union members before bringing major policy changes.
5- There is no transparency in the work culture of our HR department.
6- HR manager shows respect and concern for every employee.
7- HR manager has appositive and healthy communication with all employees.
8- HR manager biased and shows favoritism.
9- HR manager clearly communicates changes in rules and policies.
10- HR manager is appreciated for his ethical behavior.
11- HR manager is ensuring the employee's rights are protected.
12- HR manager deals effectively with problem and crisis.
13- HR manager gets stressed and distracted for minor issue.
14- HR manager stands for the welfare of the employees even if it means rubbing against the management.
15- HR manager is suspicious of employee's behavior.
16- HR manager is empathetic towards employee.
17- New business methods and services are always worth trying even if they may prove risk.
18- Reports prepared by external experts are an extremely important source of information.
19- HR top managers in any important decision seek information or device from the board of directors or owners.
20- Adaptability to HR employees to work under pressures.
21- The overall atmosphere is comfy and helpful.