

Impact Of HR Practices And Policies On Organization Culture - A Study With Reference To TNPL, Karur

**Raja Rajeswari, PG & Research Department of Commerce, Govt. College for Women,
Kumbakonam, Tamil Nadu.**

**Dr.K.Desh, Assistant Professor & Head, Department of Commerce, Dr.PT. M.G.R.
Govt. Arts & Science College, Kudavasal, Tamil Nadu – 612601.**

Abstract

This paper discussed the impact of HR practices and policies on organization culture in TNPL of Karur district. The statistical analysis was based on the responses obtained from 119 employees and HR managers of the chosen organization. The results implied that a close relationship exists between organization culture and various HR practices such as employee participation, training, compensation, job definition and performance appraisal which results in enhanced organizational performance. The study suggested that implementation of effective HR practices will progress organizational performance and productivity.

Keywords: HR practices, HR managers, organization culture, performance, productivity.

1. Introduction

Human resource is the most significant resource in any organization. It is fundamental for the organizations to deal with their employees viably and productively. Human resources have a crucial role to play in every organization. It requires the significant consideration of the management so that employees can work up to their maximum capacity (Ahmad and Schroeder, 2003)¹. The idea of "Human resource" has increased a lot of significance as of late. Employees were assessed as a production factor previously, even less significant than other factors, however today it comes ahead of all other factors. Hence, human is presently the hugest asset of companies in light of the fact that the main asset that can utilize organizations' resources successfully and productively is human. An organization's prosperity relies on the individuals who are working in the organization. Human resource thought about increasingly significant resource in any organization (Vlachos et al,

¹ Ahmad, S., & Schroeder, R. G. (2003). The impact of human resource management practices on operational performance: recognizing country and industry differences. *Journal of Operations Management*, 21(1), 19-43.

2009)². Within the sight of the aggressive condition, the achievement of any organization relies on the capacities and the gauge of their Human Resource and their projects and practices. Organizational culture might be utilized as device in HRM practices to arrive at expected purposes. As both HRM practices and organizational culture have a critical place in the development of an organization, managers must integrate these two aspects and use it wisely for the success of the organization.

2. Back Ground of the Study

Culture is the incomparable influential of any organization. Furthermore, Cultural impact is essential if there should arise an occurrence of business and its performance (Frenkel and Kuruvilla, 2002)³. The Impact of culture on HRM practices and policies is crucial on the grounds that it decides the method for working together and deal with the labor. Organizational performance is additionally a factor which was impacted by set of HRM practices. Along these lines there is necessity to focus on the impact of HR practices and policies on organization culture. The study has chosen TNPL, Karur to analyze its organizational culture.

Human Resources

HR Practices - HRM practices are the functions utilized by organization to oversee human resources through encouraging the advancement of abilities that are firm explicit, produce complex social connection and create organization learning to achieve competitive advantage. Against this background, we presumed that HRM practices identify with explicit practices, formal policies, and ways of thinking that are intended to pull in, create, propel, and hold employees who guarantee the operational efficiency and endurance of the organization. The key HRM practices incorporate performance appraisal, compensation, training, job definition and participation of employees.

HR Policies - The term organizational policy can be characterized as: standards built up for driving an organization, a general strategy wherein a few practices are developed, in a helpful way, expecting to arrive at specific goals. HRM policies characterize the demeanor, desires

² Vlachos, P. A., Tsamakos, A., Vrechopoulos, A. P., & Avramidis, P. K. (2009). Corporate social responsibility: attributions, loyalty, and the mediating role of trust. *Journal of the Academy of Marketing Science*, 37(2), 170-180.

³ Frenkel, S., & Kuruvilla, S. (2002). Logics of action, globalization, and changing employment relations in China, India, Malaysia, and the Philippines. *Industrial and Labour Relations Review*, 3: 387-412.

and estimations of the organization concerning how people are dealt with, and still fill in as perspective for the advancement of organizational practices and for choices made by individuals, other than bringing about equivalent treatment among people.

Organizational Culture- Organizational culture is significant in forming the mentality of the employees towards their job and the business organization. Appropriation of human resource practices fit for making constructive organizational culture with due accentuation on relational relationship and qualities, such practices upgrade employee fulfillment. Organizational culture is a lot of shared presumptions that guide what occurs in organizations by characterizing suitable conduct for different circumstances. Organizational culture influences the manner in which individuals and gatherings interface with one another, with customers, and with partners.

Employee Participation- Employee participation is the procedure wherein employees contribute to the success of organization and are part of important decision making processes. Employee participation is a part of a procedure of strengthening the working environment (Wegner, 1994)⁴.

Job Definition- Job definition implies the description of a job in the organization. Job description consists of the roles, responsibilities and tasks. A clear job description is vital in improving the organizational performance. The job definition is the permutation of the skills, knowledge and abilities. A proper job definition presented by HR professionals can avoid mistakes of hiring unsuitable candidates for specific task (Bryant, 2002)⁵.

Performance Appraisal- An organization is comprised of its employees and the achievement depends on their performance. This is assessed using a measurement tool known as performance appraisal. It is a conventional method of evaluating an employee's value to an organization.

Training - Training is an activity of coaching an individual, a specific expertise or behaviour. Training refers to the strategies used to give new or present employees the aptitudes, information, practices and different capacities they have to carry out to fulfill the organization goals.

⁴ Wegner, D. M. (1994). Irony processes of mental control. *Psychological review*, 101(1), 34.

⁵ Bryant, E. (2002). Sustaining Comprehensive Community Initiatives: Key Elements for Success. *Financing Strategy Brief*.

Compensation - Compensation implies the pay or monetary benefits granted to individuals. Compensation is a practice of the human resource management which regularly alludes to salary, wages, pay, and advantage etc. Compensation is the reward framework an organization gives to a person who excels in his performance (Amin, Ismail, 2014)⁶.

Organizational Performance - Organizational performance implies to the organization sales development, growth of market share, financial development and the overall development of an organization. Organizational performance incorporates three explicit regions of firm results: Market performance, Stakeholder return and financial performance.

TNPL (Tamil Nadu Newsprint and Papers Limited)

Tamil Nadu Newsprint and Papers Limited (TNPL) is an enterprise promoted by Tamil Nadu government. The organization was commissioned in Karur in 1985 with a capacity of 90000 TAP of papers in a single machine. The organization provides a quality of work life to it's employees. It also institutes various welfare measures for the benefit of employees. The company operates with several projects and enhanced production capacity(TNPL, 2019). An in-depth analysis about the company's HR practices is chosen by the researcher to study for understanding the impacts on it's workplace culture.

3. Review Of Literature

Moazzma Mehmood et al (2017)⁷clarified that the reason for this investigation is to analyze the impact of human resource management practices on organizational performance. A sum of 90 employees from public and private colleges containing academicians and supporting staff participated in the survey. The survey had 49 items covering chosen HRM practices and colleges performance. The findings recommended that management may have the option to expand the degree of the commitment in the organization by improving fulfillment with compensation, policies, and work conditions. Organizations ought to include their employees as they are seen as an imperative source of competitive advantage. One method for expanding the job fulfillment at the working environment is growing the connections level with employees in staff gatherings and discussing the issues. Open correspondence or data sharing

⁶ Amin, M., Khainuzzaman Wan Ismail, W., Zaleha Abdul Rasid, S., & Daverson Andrew Selemani, R. (2014). The impact of human resource management practices on performance: Evidence from a Public University. The TQM Journal, 26(2), 125-142.

⁷ Moazzma Mehmood et al (2017) The Impact of Human Resource Management Practices on Organizational Performance, Intemational Journal of Engineering and Information Systems (IJEAIS) ISSN: 2000-000X Vol. 1 Issue 9, November – 2017,

advance quick decision making. It will impact commitment and job satisfaction among employees. In the event that the employees are very much aware of the organization condition, their obligations, and goals, they can all the more likely play out their errands, and it causes the organization to upgrade their efficiency. A profoundly dedicated and skillful workforce permits organizations are succeeding these methodologies and increase competitive advantage as long as these strategies are conveyed and the workforce is associated with both the definition and implementation stages.

Dariusz Kosiorek and Katarzyna Szczepańska (2016)⁸ expressed that the goal of this article is to display associations between organizational culture and human resource management (HRM), considering contrasts coming about because of the presence of various typologies of such cultures. The article centers around a wide scope of organizational culture's impact on enhanced organizational factors staying affected by received HRM arrangements. In the area of key HRM, the article manages connections between a sort of organizational culture and a kind of a staff technique compelling in a given organization. Instances of sorts of cultures supporting specific HRM techniques are given. Then again, inside the region of operational HRM, the creators focus on connections between a kind of organizational culture and practices received by an organization inside the extent of specific work force capacities. They show that the points of view of both the key and operational ways to deal with human resource management can comprise a reason for investigating their associations with organizational culture.

Hamed Hasan Riyadh (2015)⁹ the principle reason for the investigation is to comprehend the impact of culture on HRM practices identifying with the Foreign MNCs and nearby South Asian organizations in South Asia. The examination is led based on poll study from the administrators of U. S Subsidiaries, European Subsidiaries, Japanese Subsidiaries and Local South Asian organizations in South Asia. The main Findings of the examination are that HRM practices have impact on organizational performance and just HRM practices are not sufficient to accomplish the organizational performance. Notwithstanding HRM practices, HRM Strategy and Style are additionally key variables. The primary critical of this

⁸ Dariusz Kosiorek and Katarzyna Szczepańska (2016) Relationships between organisational culture and human resource management, Jagiellonian Journal of Management, vol. 2 (2016), no. 3, pp. 205–215.

⁹ Md. Hamed Hasan Riyadh et al (2015) Impact of Culture on HRM practices: a Comparative Study between foreign MNCs and South Asian Companies in South Asia, IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 17, Issue 6. Ver. III (June. 2015), PP 46-61

investigation is the handy ramifications of the findings. The findings unquestionably control the management to set up appropriate HRM Practices, Strategies and Style so as to accomplish the organizational performance.

4. Research gap

In the arena of human resource management, there is an impact witnessed on the activities of HR department practiced by the organization. These impacts are widely studied across the world with reference to various industries, organizations and HR practices. However, there has been very few researches that has analyzed the impact of HR practices and policies on organization culture. And not many authors have conducted studies on HR practices or organization culture of a manufacturing company like TNPL, Karur. Thus, a framework has been designed to fill these gaps and identify the impact of HR practices on organization culture.

5. Statement of the problem

The purpose of this study is to get solution for various problems that revolve around human resource management and it's related practices adapted in a manufacturing sector. The effect of Human resource management policies on culture of an organization need to be addressed with the perspective of practices followed by Human resource management. HR managers need to think and implement variations in HR practices that are inline with the organization goals, which in turn augments an efficient organization culture, leading to better organizational performance.

6. Objectives of the Study

- To study the significance of HR practices and policies in a manufacturing sector
- To identify various HR practices adapted by organizations manufacturing industry.
- To know the impact of HR practices and policies on organization culture
- To study the relationship between independent and dependent variables using statistical tools

7. Need and Significance

HR managers need to inculcate factors responsible for enhancing effective HR practices and policies to reap a better organizational productivity. The present study bridges the gap between practice and theory for improving employee performance which subsequently results in better organizational performance. The significance of organization culture can be influenced by adapting better practices by Human Resource Department. Moreover, HR managers must understand the consequences of efficient HR practices which develops the organization as a whole. Therefore, a study on effective HR practices and policies in a manufacturing company that emphasizes organization culture is need of the hour. Hence, the study focuses on human resource practices and factors to understand the relationship between various practices and culture of chosen organization.

8. Research methodology

A descriptive research was conducted by the researchers to analyze the Impact of HR practices and policies on organization culture with reference to TNPL, Karur. This study is based on sample of 119 employees and the population of the study comprises of HR managers and employees working in TNPL of Karur district. The data was collected through simple random sampling method. Both primary and secondary data was used. The structured questionnaire was used for primary data collection in this research based on the Self developed instrument on Likert scale. The statistical used for this study are one – way ANOVA, Chi-Square, Correlation, SEM and Regression. The secondary data was collected through published and unpublished sources which include- internet, magazines, journals, research publications, and company's websites and so on.

9. Data Analysis and Interpretation

One –Way ANOVA (Age)

H₀₁ – There is no relationship between Age factor and the variables

Table - 1

Factors	F-value	Significant	Inference
Employee Participation	0.623	0.647	Accepted
Job Definition	3.396	0.012	Rejected
Performance Appraisal	1.881	0.118	Accepted
Training	1.614	0.176	Accepted
Compensation	1.663	0.163	Accepted
Organizational Culture	0.836	0.505	Accepted
Organizational Performance	2.865	0.026	Rejected

***5% Significant Level**

Inference:

It can be seen from the table – 1 that there is significant relationship between age factor and the study variables like Job definition and Organizational Performance. Since the significant value is lesser than 5% level, the null Hypothesis is rejected for age factor and the variables like Job definition and Organizational Performance, for all other variables null hypothesis is accepted. Therefore it implies that age of the respondents has significant variation with Job definition and Organizational Performance.

TABLE – 2

Regression Analysis

H₀₂ –There is no significant difference between Employee Participation and Organizational Culture

H₀₃ –There is no significant difference between Job Definition and Organizational Culture.

Variables	B	SE	Beta	P- Value
Employee Participation	0.640	0.049	0.713	0.000
Job Definition	0.203	0.044	0.252	0.000

***5% Significant Level**

Inference:

Employee Participation is an independent variable and Organizational Culture is a dependent variable. From the table - 2 it is found that the P Value is 0.000, Therefore it is found that Employee Participation influence the Organizational Culture, as the P value (0.000) is lesser than 0.05(Significant level). Thus null hypothesis is rejected.

Job Definitions an independent variable and Organizational Culture is a dependent variable. From the above table it is found that the P Value is 0.000. Therefore it is found that Job Definition influence the Organizational Culture, as the P value (0.000) is lesser than 0.05(Significant level). Thus null hypothesis is rejected.

Chi-Square Test

H₀₄ - There is no relationship between Designation and Monthly Income of the respondents

Table – 4

Factor	Value	Df	Symp. Sig. (2-sided)	Statistical Inference
Pearson Chi-Square	306.928	20	0.000	$\chi^2=306.928^a$ Df = 20 P= .000 <0.05 *Significant at 5% level
Likelihood Ratio	220.004	20	0.000	
Linear-by-Linear Association	49.908	1	0.000	
N of Valid Cases	119			

***Significant at 5% level**

Analysis:

It can be seen from Table - 4 the P value is lesser than our chosen Significance at = 0.05 levels, the null hypothesis is rejected.

Discussion:

The value of Pearson Chi-square is 306.928, at 20 degrees of freedom and 5 per cent level of significance, therefore the Null Hypothesis “There is no relationship between Designation and Monthly Income of the respondents” is rejected; and it is concluded that there is an association between Designation and Monthly Income factors.

Correlation between Organizational Culture and Organizational Performance

H₀₅: There is no significant relationship between Organizational Culture and Organizational Performance

“To study the relationship between Organizational Culture and Organizational Performance of the respondents”, the coefficient of correlation of the sample calculated by employing Pearson’s correlation Method is shown in table - 3

Table No - 5
Organizational Culture and Organizational Performance

		Organizational Culture	Organizational Performance
Organizational Culture	Pearson Correlation	1	0.381 ^{**}
	Sig. (2-tailed)		0.000
	N	119	119
Organizational Performance	Pearson Correlation	0.381 ^{**}	1
	Sig. (2-tailed)	0.000	
	N	119	119

****Correlation is significant at the 0.01 level (2-tailed)**

Analysis and Interpretation

It may be perceived from the table - 5 that the value of coefficient of correlation between Organizational Culture and Organizational Performance is 0.381. It represents a positive correlation between two variables. The obtained coefficient of correlation is found to be significant at 1% level of significance. Thus the null hypothesis, i.e. “There is no significant relationship between Organizational Culture and Organizational Performance” is rejected. It

seems fair to interpret that the Organizational Culture and Organizational Performance are related to each other. It implies that significant bond of correlation exists between these two sets of variables, i.e., Organizational Culture and Organizational Performance.

SEM ANALYSIS

Figure No - 1

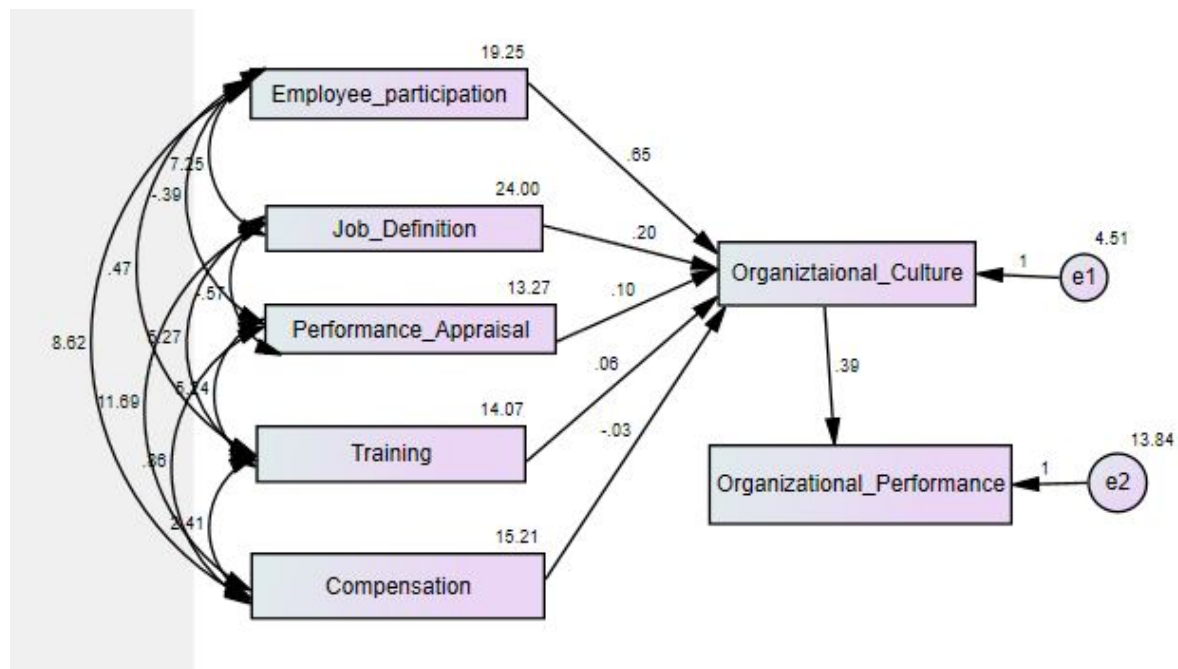


Table 5

Results of Testing of Hypothesis

Variables Relationship	Estimation	SE	CR	P-Value
Organizational Culture <--- Employee Participation	0.655	0.052	12.635	0.00
Organizational Culture <--- Job Definition	0.203	0.053	3.826	0.000
Organizational Culture <--- Performance Appraisal	0.009	0.059	1.667	0.095
Organizational Culture <--- Training	0.059	0.060	0.992	0.321
Organizational Culture <--- Compensation	0.031	0.070	0.448	0.441
Organizational Performance <--- Organizational Culture	0.389	0.087	4.479	0.000

***Significant at 1% level**

Discussion

Hypothesis H₀₆ – Employee Participation has no influence on Organizational Culture

From the table – 5 it is shown that p- value is lesser than the significant value (0.01), thus null hypothesis is rejected. So, Employee Participation has positive influence on Organizational Culture

Hypothesis H₀₇ – Job Definition has no influence on Organizational Culture

From the table – 1 it is shown that p- value is lesser than the significant value (0.01), thus null hypothesis is rejected. So, Job Definition has positive influence on Organizational Culture.

Hypothesis H₀₈ – Performance Appraisal has no influence on Organizational Culture

From the table – 5 it is shown that p- value is greater than the significant value (0.01), thus null hypothesis is accepted. So, Performance Appraisal has negative influence on Organizational Culture.

Hypothesis H₀₉ – Training has no influence on Organizational Culture

From the table – 5 it is shown that p- value is greater than the significant value (0.01), thus null hypothesis is accepted. So, Training has negative influence on Organizational Culture..

Hypothesis H₀₁₀– Compensation has no influence on Organizational Culture

From the table – 1 it is shown that p- value is greater than the significant value (0.01), thus null hypothesis is accepted. So, Compensation has negative influence on Organizational Culture.

Hypothesis H₀₁₁– Organizational Culture has no influence on Organizational Performance

From the table – 5 it is shown that p- value is lesser than the significant value (0.01), thus null hypothesis is rejected. So, Organizational Culture has positive influence on Organizational Performance.

Result:

To evaluate the appropriateness of the overall model, the study assessed the measures representing the overall fit (CMIN /df=2.89), absolute goodness of fit (GFI = 0.904) incremental fit indices (CFI=0.902), Tucker Lewis index (TLI=0.948) and not a good fit or root mean square error of approximation (RMSEA= 0.072). Though there is no universal digits for these SEM fit measure, guidelines can be taken from multiple literature to arrive at decision. Based on literature it was found that, RMSEA can be ranging from 0.06 to 0.08, CMIN/df should be less than 3.0, GFI , CFI and TLI measures can be greater than 0.90, and RMSEA can be less than 0.08 preferably. Hence the above value shows the model is good fit.

10. Limitations

- The present study utilized a smaller sample to analyze the impact of human resource management practices on organizational culture.
- This study is restricted to TNPL of Karur district thus the outcome cannot be generalized.
- The research study was time bound and within the limited time, the imperative information was gathered and examined.

11. Findings

- It can be seen from the ANOVA table – 1, there is significant relationship between age factor and the study variables like Job definition and Organizational Performance. Since the significant value is lesser than 5% level, the null Hypothesis is rejected for age factor and the variables like Job definition and Organizational Performance, for all other variables null hypothesis is accepted. Therefore it implies that age of the respondents has significant variation with Job definition and Organizational Performance.
- From the regression table it is clear that, Employee Participation is an independent variable and Organizational Culture is a dependent variable. From the table - 2 it is found that the P Value is 0.000, Therefore it is found that Employee Participation influence the Organizational Culture, as the P value (0.000) is lesser than 0.05(Significant level). Thus null hypothesis is rejected. Job Definition is an independent variable and Organizational Culture is a dependent variable. From the

above table it is found that the P Value is 0.000. Therefore it is found that Job Definition influence the Organizational Culture, as the P value (0.000) is lesser than 0.05(Significant level). Thus null hypothesis is rejected.

- The value of Pearson Chi-square is 306.928, at 20 degrees of freedom and 5 per cent level of significance, therefore the Null Hypothesis “There is no relationship between Designation and Monthly Income of the respondents” is rejected; and it is concluded that there is an association between Designation and Monthly Income factors.
- It may be perceived from the table - 5 that the value of coefficient of correlation between Organizational Culture and Organizational Performance is 0.381. It represents a positive correlation between two variables. The obtained coefficient of correlation is found to be significant at 1% level of significance. Thus the null hypothesis, i.e. “There is no significant relationship between Organizational Culture and Organizational Performance” is rejected. It seems fair to interpret that the Organizational Culture and Organizational Performance are related to each other. It implies that significant bond of correlation exists between these two sets of variables, i.e., Organizational Culture and Organizational Performance.
- To evaluate the appropriateness of the overall model, the study assessed the measures representing the overall fit (CMIN /df=2.89), absolute goodness of fit (GFI = 0.904) incremental fit indices (CFI=0.902), Tucker Lewis index (TLI=0.948) and is not fit or root mean square error of approximation (RMSEA= 0.072). Though there is no universal digits for these SEM fit measure, guidelines can be taken from multiple literature to arrive at decision. Based on literature it was found that, RMSEA can be ranging from 0.06 to 0.08, CMIN/df should be less than 3.0, GFI , CFI and TLI measures can be greater than 0.90, and RMSEA can be less than 0.08 preferably. Hence the above value shows the model is good fit.

12. Suggestions

- o Since the organizational culture is appended with the individual result of the employees, the organizations are encouraged to set up better culture at their organizations so as to advance their employees' profitability.
- o Implementing a reward and acknowledgment program as a characteristic part of the organizational culture prompts job satisfaction and development in employees' performance.

- o The foundation of better organizational culture relies on the procedure, structure, strong instruments and correspondence frameworks in the organizations, which is exceptionally basic to yield better organizational performance.

13. Conclusion

In view of the findings, it has been demonstrated that there is a huge positive connection between HRM practices and organizational culture. HRM practices become the methods whereby organizational culture is created and continued. Planning new culture requires that HRM experts are in front of the social change curve with innovation and energizing HRM practices. HRM has been proposed by authors and other researchers to be an effective strategy for forming and changing the culture of an organization into a better environment for achieving a sustainable position in the industry.

14. Future Scope

The present study serves as a base to numerous future research works. The study on the organizational culture might be reached out to other help businesses additionally in future. A similar report on the organizational culture in other public and private sector organizations might be considered in future. HRM practices and employee retention can also be considered in future research.

References

- Ahmad, S., & Schroeder, R. G. (2003). The impact of human resource management practices on operational performance: recognizing country and industry differences. *Journal of Operations Management*, 21(1), 19-43.
- Amin, M., Khairuzzaman Wan Ismail, W., Zaleha Abdul Rasid, S., & Daverson Andrew Selemani, R. (2014). The impact of human resource management practices on performance: Evidence from a Public University. *The TQM Journal*, 26(2), 125-142.
- Bryant, E. (2002). Sustaining Comprehensive Community Initiatives: Key Elements for Success. *Financing Strategy Brief*.
- Dariusz Kosiorek and Katarzyna Szczepańska (2016) Relationships between organisational culture and human resource management, *Jagiellonian Journal of Management*, vol. 2 (2016), no. 3, pp. 205–215

- Frenkel, S., & Kuruvilla, S. (2002). Logics of action, globalization, and changing employment relations in China, India, Malaysia, and the Philippines. *Industrial and Labour Relations Review*, 3: 387-412.
- Hamed Hasan Md, Riyadh et al (2015) Impact of Culture on HRM practices: a Comparative Study between foreign MNCs and South Asian Companies in South Asia, *IOSR Journal of Business and Management (IOSR-JBM)* e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 17, Issue 6.Ver. III (June. 2015), PP 46-61
- Moazzma Mehmood et al (2017) The Impact of Human Resource Management Practices on Organizational Performance, *International Journal of Engineering and Information Systems (IJEAIS)* ISSN: 2000-000X Vol. 1 Issue 9, November – 2017
- Syed, N., & Yan, L. X. (2012). Impact of high-performance human resource management practices on employee job satisfaction: Empirical analysis. *Interdisciplinary Journal of Contemporary Research in Business*, 4(2), 318-342.
- Vlachos, P. A., Tsamakos, A., Vrechopoulos, A. P., & Avramidis, P. K. (2009). Corporate social responsibility: attributions, loyalty, and the mediating role of trust. *Journal of the Academy of Marketing Science*, 37(2), 170-180.
- Vlachos, P. A., Tsamakos, A., Vrechopoulos, A. P., & Avramidis, P. K. (2009). Corporate social responsibility: attributions, loyalty, and the mediating role of trust. *Journal of the Academy of Marketing Science*, 37(2), 170-180.
- Wegner, D. M. (1994). Ironic processes of mental control. *Psychological review*, 101(1), 34.