

A STUDY ON THE ORGANIZATIONAL CULTURE IN KALEESUWARI REFINERY PRIVATE LIMITED.“CHENNAI”

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

JERINROY.S

Register No:41410143



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

**Accredited with Grade “A” by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

MAY 2023



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited "A" Grade by NAAC | 12B Status by UGC | Approved by AICTE

www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **JERINROY.S 40410143** who carried out the project entitled "A STUDY ON THE ORGANIZATIONAL CULTURE IN KALEESUWARI REFINERY PRIVATE LIMITED.,CHENNAI". under my supervision from January 2023 to March 2023.

Dr.SHEEBA T, M.Com,MBA,Ph.D

Internal guide

External Guide

Dr. BHUVANESWARI .G

Dean – School of Management Studies

SCHOOL OF MANAGEMENT STUDIES
SATHYABAMA
INSTITUTE OF SCIENCE AND TECHNOLOGY
(Deemed to be University)
Ippiaar Nagar, Rajiv Gandhi Sala,
Chennai-600 119

Submitted for Viva voce Examination held on 05/05/2023

Internal Examiner

2

External Examiner



#53, Rajasekaran Street, (Opp. Kalyani Hospital, Radhakrishnan Salai),
Tele: +91-44-3999 3999, Fax: +91-44-3999 3900/+91-44-3999 3998,
Web: kaleesuwari.com E-Mail: customercare@kaleesuwari.com

KRPL/MP-189/03/2023

CERTIFICATE

We hereby certify that **Mr. JERINROY S (Reg. No. 41410143) II MBA – HR** student of **Sathyabama Institute of Science and Technology, Chennai** has undergone the MAIN PROJECT and INTERNSHIP in the topic of “**A Study on the Organizational Culture in Kaleesuwari Refinery Private Limited., Chennai**” during the period from **2nd January 2023 to 31st March 2023**. Further we would like to mention that during the period his performance and character were good. We wish him all the best for his bright future.

Thanks & Regards,
For **Kaleesuwari Refinery Private Limited.,**


T. RAJA VINAYAGAM
HR Manager
HR Manager
Kaleesuwari Refinery Private Ltd.,
53, Rajasekaran St, Chennai.



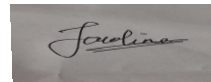
Factory: Kaleesuwari Refinery Private Limited, 5, Mambakkam Road, Vengalivasal, Chennai - 600073.
Telephone : +91-44-2277 1555 / 2277 2188, Fax : +91-44-2277 1222

DECLARATION

I **JERINROY.S (41410143)** hereby declare that the Project Report entitled “**A STUDY ON THE ORGANIZATIONAL CULTURE IN KALEESUWARI REFINERY PRIVATE LIMITED.,CHENNAI**” done by me under the guidance of **DR.T.SHEEBA ,M.Com, MBA, Ph.D**, is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 05/05/2023

PLACE:Chennai

A rectangular box containing a handwritten signature in black ink. The signature appears to be 'Jerinroy.S' written in a cursive style.

JERINROY.S

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, MBA., Ph.D., Dean - School of Management Studies** and **Dr. A. Palani, M.Com., M.B.A., Ph.D., Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR.T.Sheeba, M.com,MBA,Ph.D.**,for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

JERINROY.S

CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
	ABSTRACT	I
	LIST OF TABLES	II
	LIST OF CHARTS	IV
I	INTRODUCTION	
	1.1 INTRODUCTION OF THE STUDY	1
	1.2 INDUSTRY PROFILE	8
	1.3 COMPANY PROFILE	14
	1.4 STATEMENT OF THE PROBLEM	19
	1.5 OBJECTIVES OF THE STUDY	19
	1.6 NEED OF THE STUDY	20
	1.7 SCOPE OF THE STUDY	20
II	REVIEW OF LITERATURE	21
III	RESEARCH METHODOLOGY	
	3.1 RESEARCH	27
	3.2 RESEARCH DESIGN	27
	3.3 SAMPLING	28
	3.4 POPULATION	28
	3.5 SAMPLING TECHNIQUE	28
	3.6 SAMPLING AREA	28
	3.7 SAMPLING SIZE	28
	3.8 METHOD OF DATA COLLECTION	29
	3.9 RESEARCH INSTRUMENT	29
	3.10 TOOLS FOR ANALYSIS	29
IV	DATA ANALYSIS AND INTERPRETATION	
	4.1 PERCENTAGE ANALYSIS	32
	4.2 CHI-SQUARE ANALYSIS	56
	4.3 CORRELATION ANALYSIS	58

V	FINDINGS,SUGGESTIONS & CONCLUSION	
	5.1 FINDINGS	59
	5.2 SUGGESTIONS	61
	5.3 LIMITATIONS OF THE STUDY	62
	5.4 CONCLUSION	62
	BIBLIOGRAPHY	63
	ANNEXURE I - QUESTIONNAIRE	67
	ANNEXURE II – RESEARCH ARTICLE	71

ABSTRACT

Organizational culture represents a company's common beliefs and concepts that create the social and psychological environment of an organization. In the contemporary business environment, the company culture often contributes to its success, as it is unique and it cannot be transferred to competitors. It can also contribute to its failure. Based on corporate culture, members know how they should perform their jobs, behave, and dress. The study was conducted in Kaleesuwari Refinery Private Limited., Chennai. The objectives of the study was to evaluate how organizational culture influences employee performance and job satisfaction and the relationship between organizational culture, employee performance and job satisfaction in order to proffer possible solutions that will help organizations build a culture that will have a positive impact on the performance and satisfaction of their employees. The data for the research was obtained from respondents who were mainly staffs of Kaleesuwari Refinery Private Limited., Chennai. The sample size is 163. Descriptive research design is used. The data was analyzed using simple percentage, tables and chi square, correlation was used in testing the hypotheses formulated to guide the research. From the findings, it was observed that majority of the respondents' agree that organizational culture does have an impact on performance and satisfaction levels of employees. It was also discovered that the type of organizational culture practiced in an organization can also determine the level of employee performance and job satisfaction. An organization that practices either a clan or support culture tends to experience high performance and satisfaction levels; this type of culture encourages employees to be innovative and also supports socialization and teamwork. Like that asses the organizational culture in Kaleesuwari Refinery Private Limited., Chennai will really help to the company in many ways such that hire the new employees retained the existing one and etc. Through the study culture of an organization is very much needed to develop the employees as well as the company.

LIST OF TABLES

TABLE NO.	TABLE NAME	PAGE NO.
4.1.1	GENDER OF THE RESPONDENTS	32
4.1.2	MARITAL STSTUS OF THE RESPONDENTS	33
4.1.3	AGE OF THE RESPONDENTS	34
4.1.4	EMPLOYEE STATUS OF THE RESPONDENTS	35
4.1.5	EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	36
4.1.6	YEARS OF EXPERIENCE OF THE RESPONDENTS	37
4.1.7	MONTHLY INCOME OF THE RESPONDENTS	38
4.1.8	ORGANIZATION CULTURE MAKES LOYAL AND COMMITMENT	39
4.1.9	CULTURE TEACHES GOOD BEHAVIORS	40
4.1.10	ORGANISATION CULTURE HELP TO DEVELOP	41
4.1.11	CULTURE LEADS TO IMPROVE THE PERFORMANCE OF COMPANY	42
4.1.12	ORGANIZATION CULTURE MAKES GOOD WORKING ENVIRONMENT	43
4.1.13	CULTURE HELPS TO WORK WITHOUT STRESS	44
4.1.14	CULTURE CREATES INNOVATIVE WORK ENVIRONMENT	45
4.1.15	RECOMMEND THE COMPANY BECAUSE OF ORGANIZATION CULTURE	46
4.1.16	CULTURE CONTROLS INNOVATIVENESS	47
4.1.17	CULTURE CONTROLS RELATIONSHIP BETWEEN EMPLOYEES.	48

4.1.18	CULTURE CONTROLS LABOUR UNION ACTIVITIES.	49
4.1.19	DEFAULTS IN THE CURRENT CULTURE.	50
4.1.20	NEED CHANGES ON THE CURRENT CULTURE	51
4.1.21	CURRENT CULTURE SUITABLE FOR THE ORGANISATION	52
4.1.22	CULTURE DEVELOPS A GOOD EMPLOYEE AND EMPLOYER RELATIONSHIP	53
4.1.23	CULTURE TREATS ALL EMPLOYEES AS SAME.	54
4.1.24	CULTURE CREATES CONFLICTS	55

LIST OF CHARTS

CHART NO.	CHART NAME	PAGE NO.
4.1.1	GENDER OF THE RESPONDENTS	32
4.1.2	MARITAL STSTUS OF THE RESPONDENTS	33
4.1.3	AGE OF THE RESPONDENTS	34
4.1.4	EMPLOYEE STATUS OF THE RESPONDENTS	35
4.1.5	EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	36
4.1.6	YEARS OF EXPERIENCE OF THE RESPONDENTS	37
4.1.7	MONTHLY INCOME OF THE RESPONDENTS	38
4.1.8	ORGANIZATION CULTURE MAKES LOYAL AND COMMITMENT	39
4.1.9	CULTURE TEACHES GOOD BEHAVIORS	40
4.1.10	ORGANISATION CULTURE HELP TO DEVELOP	41
4.1.11	CULTURE LEADS TO IMPROVE THE PERFORMANCE OF COMPANY	42
4.1.12	ORGANIZATION CULTURE MAKES GOOD WORKING ENVIRONMENT	43
4.1.13	CULTURE HELPS TO WORK WITHOUT STRESS	44
4.1.14	CULTURE CREATES INNOVATIVE WORK ENVIRONMENT	45
4.1.15	RECOMMEND THE COMPANY BECAUSE OF ORGANIZATION CULTURE	46
4.1.16	CULTURE CONTROLS INNOVATIVENESS	47
4.1.17	CULTURE CONTROLS RELATIONSHIP BETWEEN EMPLOYEES.	48

4.1.18	CULTURE CONTROLS LABOUR UNION ACTIVITIES.	49
4.1.19	DEFAULTS IN THE CURRENT CULTURE.	50
4.1.20	NEED CHANGES ON THE CURRENT CULTURE	51
4.1.21	CURRENT CULTURE SUITABLE FOR THE ORGANISATION	52
4.1.22	CULTURE DEVELOPS A GOOD EMPLOYEE AND EMPLOYER RELATIONSHIP	53
4.1.23	CULTURE TREATS ALL EMPLOYEES AS SAME.	54
4.1.24	CULTURE CREATES CONFLICTS	55

CHAPTER I

INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

Organizational Culture

Meaning

Organizational culture, also known as corporate culture, is a strategic intangible scheme that incorporates basic assumptions and values which define the behavior, operation, and activities of an organization. In other words, it's the general attitude, mood, and motivation, or lack thereof, of the people in the company.

Organizational culture represents an company's common beliefs and concepts that create the social and psychological environment of an organization. In the contemporary business environment, the company culture often contributes to its success, as it is unique and it cannot be transferred to competitors. It can also contribute to its failure. Based on corporate culture, members know how they should perform their jobs, behave, and dress.

Furthermore, culture dictates the freedom of participation in the managerial decision-making. A strong culture has a strong influence on organizational members and creates committed employees by instilling clear cultural values and beliefs. A weak culture can breed apathy, resentment, and unproductive workers.

Definition

According to Torben Rick, Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization.

Porter, Lawler & Hackman (1975) identify organization culture as: "A set of customs and typical patterns of ways of doing things. The force, pervasiveness and nature of such model, beliefs and values vary considerably from organization to organization. Yet it is assumed that an organization that has any

history at all has developed some sort of culture and that this will have a vital impact on the degree of success of any effort to improve or alter the organization.”

Culture is

- Learned
- Rooted in the traditions of the organization
- Shared by the people of the organization
- Transgenerational
- Cumulative
- Symbolic in nature
- Multifaceted (i.e. it is composed of several elements put together)

Characteristics of Organizational Culture

The seven characteristics of organizational culture are:

1. **Innovation** (Risk Orientation) - Companies with cultures that place a high value on innovation encourage their employees to take risks and innovate in the performance of their jobs. Companies with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performance.
2. **Attention to Detail** (Precision Orientation) - This characteristic of organizational culture dictates the degree to which employees are expected to be accurate in their work. A culture that places a high value on attention to detail expects their employees to perform their work with precision. A culture that places a low value on this characteristic does not.
3. **Emphasis on Outcome** (Achievement Orientation) - Companies that focus on results, but not on how the results are achieved, place a high emphasis on this value of organizational culture. A company that instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value on the emphasis on outcome characteristic.

4. **Emphasis on People** (Fairness Orientation) - Companies that place a high value on this characteristic of organizational culture place a great deal of importance on how their decisions will affect the people in their organizations. For these companies, it is important to treat their employees with respect and dignity.
5. **Teamwork** (Collaboration Orientation) - Companies that organize work activities around teams instead of individuals place a high value on this characteristic of organizational culture. People who work for these types of companies tend to have a positive relationship with their coworkers and managers.
6. **Aggressiveness** (Competitive Orientation) - This characteristic of organizational culture dictates whether group members are expected to be assertive or easygoing when dealing with companies they compete with in the marketplace. Companies with an aggressive culture place a high value on competitiveness and outperforming the competition at all costs.
7. **Stability** (Rule Orientation) - A company whose culture places a high value on stability are rule-oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions.

Importance of Organization Culture

A common platform where individuals work in unison to earn profits as well as a livelihood for themselves is called an organization. A place where individuals realize the dream of making it big is called an organization. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization.

- **The culture decides the way employees interact at their workplace.** A healthy culture encourages the employees to stay motivated and loyal towards the management.
- **The culture of the workplace also goes a long way in promoting healthy competition at the workplace.** Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform.
- Every organization must have set guidelines for the employees to work accordingly. **The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace.** Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines.
- No two organizations can have the same work culture. It is the culture of an organization which makes it distinct from others. **The work culture goes a long way in creating the brand image of the organization.** The work culture gives an identity to the organization. In other words, an organization is known by its culture.
- **The organization culture brings all the employees on a common platform.** The employees must be treated equally and no one should feel neglected or left out at the workplace. It is essential for the employees to adjust well in the organization culture for them to deliver their level best.
- **The work culture unites the employees who are otherwise from different back grounds,** families and have varied attitudes and mentalities. The culture gives the employees a sense of unity at the workplace.
- Certain organizations follow a culture where all the employees irrespective of their designations have to step into the office on time. Such a culture encourages the employees to be punctual which eventually benefits them in the long run. It is the culture of the organization which makes the individuals a successful professional.
- Every employee is clear with his roles and responsibilities and strives hard to accomplish the tasks within the desired time frame as per the set guidelines. Implementation of policies is never a problem in organizations where people

follow a set culture. The new employees also try their level best to understand the work culture and make the organization a better place to work.

- **The work culture promotes healthy relationship amongst the employees.** No one treats work as a burden and moulds himself according to the culture.
- **It is the culture of the organization which extracts the best out of each team member.** In a culture where management is very particular about the reporting system, the employees however busy they are would send their reports by end of the day. No one has to force anyone to work. The culture develops a habit in the individuals which makes them successful at the workplace.

Factors Affecting Organization Culture

Culture represents the beliefs, ideologies, policies, practices of an organization. It gives the employees a sense of direction and also controls the way they behave with each other. The work culture brings all the employees on a common platform and unites them at the workplace.

There are several factors which affect the organization culture:

- The first and the foremost factor affecting culture is the **individual working with the organization**. The employees in their own way contribute to the culture of the workplace. The attitudes, mentalities, interests, perception and even the thought process of the employees affect the organization culture.

Example - Organizations which hire individuals from army or defence background tend to follow a strict culture where all the employees abide by the set guidelines and policies. The employees are hardly late to work. It is the mindset of the employees which forms the culture of the place. Organizations with majority of youngsters encourage healthy competition at the workplace and employees are always on the toes to perform better than the fellow workers.

- **The sex of the employee** also affects the organization culture. Organizations where male employees dominate the female counterparts follow a culture

where late sitting is a normal feature. The male employees are more aggressive than the females who instead would be caring and softhearted.

- **The nature of the business** also affects the culture of the organization. Stock broking industries, financial services, banking industry are all dependent on external factors like demand and supply, market cap, earning per share and so on. When the market crashes, these industries have no other option than to terminate the employees and eventually affect the culture of the place. Market fluctuations lead to unrest, tensions and severely demotivate the individuals. The management also feels helpless when circumstances can be controlled by none. Individuals are unsure about their career as well as growth in such organizations.
- **The culture of the organization is also affected by its goals and objectives.** The strategies and procedures designed to achieve the targets of the organization also contribute to its culture.

Individuals working with government organizations adhere to the set guidelines but do not follow a procedure of feedback thus forming its culture. Fast paced industries like advertising, event management companies expect the employees to be attentive, aggressive and hyper active.

- **The clients and the external parties** to some extent also affect the work culture of the place. Organizations catering to UK and US Clients have no other option but to work in shifts to match their timings, thus forming the culture.
- **The management and its style of handling the employees** also affect the culture of the workplace. There are certain organizations where the management allows the employees to take their own decisions and let them participate in strategy making. In such a culture, employees get attached to their management and look forward to a long term association with the organization. The management must respect the employees to avoid a culture where the employees just work for money and nothing else. They treat the organization as a mere source of earning money and look for a change in a short span of time.

Types of Organization Culture

The practices, principles, policies and values of an organization form its culture. The culture of an organization decides the way employees behave amongst themselves as well as the people outside the organization.

Let us understand the various types of organization culture:

1. **Normative Culture:** In such a culture, the norms and procedures of the organization are predefined and the rules and regulations are set as per the existing guidelines. The employees behave in an ideal way and strictly adhere to the policies of the organization. No employee dares to break the rules and sticks to the already laid policies.
2. **Pragmatic Culture:** In a pragmatic culture, more emphasis is placed on the clients and the external parties. Customer satisfaction is the main motive of the employees in a pragmatic culture. Such organizations treat their clients as Gods and do not follow any set rules. Every employee strives hard to satisfy his clients to expect maximum business from their side.
3. **Academy Culture:** Organizations following academy culture hire skilled individuals. The roles and responsibilities are delegated according to the background, educational qualification and work experience of the employees. Organizations following academy culture are very particular about training the existing employees. They ensure that various training programmes are being conducted at the workplace to hone the skills of the employees.
4. **Baseball team Culture:** A baseball team culture considers the employees as the most treasured possession of the organization. The employees are the true assets of the organization who have a major role in its successful functioning. In such a culture, the individuals always have an upper edge and they do not bother much about their organization.
5. **Club Culture:** Organizations following a club culture are very particular about the employees they recruit. The individuals are hired as per their specialization, educational qualification and interests. Each one does what he is best at. The high potential employees are promoted suitably and appraisals are a regular feature of such a culture.

6. **Fortress Culture:** There are certain organizations where the employees are not very sure about their career and longevity. Such organizations follow fortress culture. The employees are terminated if the organization is not performing well. Individuals suffer the most when the organization is at a loss. Stock broking industries follow such a culture.
7. **Tough Guy Culture:** In a tough guy culture, feedbacks are essential. The performance of the employees is reviewed from time to time and their work is thoroughly monitored. Team managers are appointed to discuss queries with the team members and guide them whenever required. The employees are under constant watch in such a culture.
8. **Bet your company Culture:** Organizations which follow bet your company culture take decisions which involve a huge amount of risk and the consequences are also unforeseen. The principles and policies of such an organization are formulated to address sensitive issues and it takes time to get the results.
9. **Process Culture:** As the name suggests the employees in such a culture adhere to the processes and procedures of the organization. Feedbacks and performance reviews do not matter much in such organizations. The employees abide by the rules and regulations and work according to the ideologies of the workplace. All government organizations follow such a culture.

1.2 INDUSTRY PROFILE

Oil Industry

Sunflower oil market in India has been growing magnificently owing to high growth of income levels, increasing trend towards spending, better living standards and growing health consciousness among Indian consumers. In the year 2011-12, sunflower oil market in India was more than INR 150 Billion which is expected to grow with a CAGR of around 9.5% during 2013-14 to 2016-17.

Growing population, economic growth and rising disposable income will drive India's vegetable oil consumption growth, which is expected to grow by three per cent annually to exceed 34 million tonnes by 2030, according to a report. "Increasing

income, urbanisation, changing food habits and deeper penetration of processed foods will be key drivers of future consumption growth of edible oil in the country,” Rabo Research report ‘The Future of India’s Edible Oil Industry: How Will India’s Vegetable Oil Demand Shape Up by 2030’

The country’s vegetable oil consumption was at 23 million tonne in 2017, it added. Because of current stagnant domestic vegetable oil supplies, import volumes will continue to fill the majority of the supply-and-demand gap over the next decade, it added. Palm oil, soy oil and sunflower oil are expected to penetrate regional markets further in the future, with the packaged edible oil segment leading the way for future growth of the industry, the report said. However, the report said, palm oil will continue to be the largest imported vegetable oil because of its price advantage, the price sensitivity among the low-income population, consumption growth in the fast-moving consumer goods (FMCG) sector, blended vegetable oil segments and increasing out-of-home consumption.

The packaged branded edible oil sector in retail currently, which accounts for 40 per cent of total edible oil consumption, will continue to grow between 6-8 per cent annually over the next five years, it added. The market of Sunflower oil, the fourth most used vegetable oil as cooking medium in the world, is increasing in India in the recent years. More companies are focusing on the production and branding of Sunflower oil with the latest technologies to refine the raw materials. The Sunflower oil market in India is increasing by which the demand and supply gap of the raw material is huge. The raw material production in the country satisfies only 20% of the manufacturing needs of Indian companies. The remaining 80% of raw material for the country is imported from countries like Argentina and Malaysia, which are the front-runners in Sunflower seed production. The products manufactured with this imported seeds will affect the price of the end product in a considerable way, due to the various expenses in importing, including the changes in the dollar-rupee value.

However, states like Karnataka, Andhra Pradesh, Maharashtra and Haryana are slowly emerging as major hubs for the Sunflower seed production. The first ever venture to develop Sunflower seed has been initiated by ITC Zeneca India, which has changed its name to Advanta India. The company is currently the market leader in Sunflower seed business. South India is considered as the major market for Sunflower

oil, where brands like Sundrop, GoldWinner, Gemini, Gold Drop and Crystal, Fortune, Godrej Sunflower Oil and Godrej Shakti have their strong foothold. Major manufacturers like GoldWinner, Agro Tech Foods and Adani Wilmer have already announced their plans to explore more into south Indian states because of the increased market size and the availability of raw materials from states like Karnataka and Andhra Pradesh.

The technologies introduced by foreign machinery manufacturers, like Alpha level refining technology and Belgian technology are widely used by the Indian companies in Sunflower oil refining. The Alpha level continuous refinery technology, which is designed to handle the refining process from Neutralisation, Bleaching, Deodourisation and De-waxing to Packing, can reduce the time for processing considerably.

Agro & Food Processing Sector- Overview

Global Food and Beverage industry has been valued at US \$ 3668.3 billion in the year 2005. In the Global food processing industry Asia-Pacific is accounting for 31.10 % of global market. India is the World's second largest producer of food, next to China and has potential to be number one.

Growth Of Food Industry In India

India is the world's second largest producer of food next to China, and has the potential of being the biggest with the food and agricultural sector. The total food production in India is likely to double in the next ten years and there is an opportunity for large investments in food and food processing technologies, skills and equipment, especially in areas of Canning, Dairy and Food Processing, Specialty Processing, Packaging, Frozen Food/Refrigeration and Thermo Processing. Fruits & Vegetables, Fisheries, Milk & Milk Products, Meat & Poultry, Packaged/Convenience Foods, Alcoholic Beverages & Soft Drinks and Grains are important sub-sectors of the food processing industry. Health food and health food supplements is another rapidly rising segment of this industry which is gaining vast popularity amongst the health conscious.

India is one of the worlds major food producers but accounts for less than 1.5 per cent of international food trade. This indicates vast scope for both investors and exporters. Food exports in 1998 stood at US \$5.8 billion whereas the world total was US \$438 billion. The Indian food industries sales turnover is Rs 140,000 crore (1 crore = 10 million) annually as at the start of year 2000. The industry has the highest number of plants approved by the US Food and Drug Administration (FDA) outside the USA.

India's food processing sector covers fruit and vegetables; meat and poultry; milk and milk products, alcoholic beverages, fisheries, plantation, grain processing and other consumer product groups like confectionery, chocolates and cocoa products, Soya-based products, mineral water, high protein foods etc. We cover an exhaustive database of an array of suppliers, manufacturers, exporters and importers widely dealing in sectors like the -Food Industry, Dairy processing, Indian beverage industry etc. We also cover sectors like dairy plants, canning, bottling plants, packaging industries, process machinery etc.

The most promising sub-sectors includes -Soft-drink bottling, Confectionery manufacture, Fishing, aquaculture, Grain-milling and grain-based products, Meat and poultry processing, Alcoholic beverages, Milk processing, Tomato paste, Fast-food, Ready-to-eat breakfast cereals, Food additives, flavors etc.

Major Players In The Sector:

- National Dairy Development Board, Anand
- ITC Agro-Tech, Secunderabad
- Marico Industries, Mumbai
- Ahmed Mills. Mumbai
- PBS oil refineries Ltd, Chattisgarh
- Green Agro Foods, Maharashtra
- Pentagon overseas, Karnataka
- Murali Industries Ltd, Maharastra

- Krishi Oils Ltd, Madhya Pradesh
- Vijay Solvex Limited ,Rajasthan
- Sree Annapurna Agro Foods, Erode
- Vama Oil Private Limited, Coimbatore
- Sri Venkateshwaraa Agro Foods, Erode
- Padmashri Oil Refineries, Vellore
- SSD Oil Mills Ltd, Chennai
- Ruchi Soya Industries LTD, Chennai
- Tamilnadu Edible Oils Ltd, Chennai

Competitors Trends:

The Indian edible oil industry is highly fragmented, with the presence of a large number of participants in the organised and unorganised sectors. This has resulted in severe competition and inherently thin profitability margins. Further, the profitability of market participants has also been vulnerable to risks emanating from weak harvests; commodity price volatility and forex movements. The players operating in the market also face challenges which are impeding their development and growth. Rising edible oil prices has emerged as a major challenge hindering the market growth. Low yield per hectare and inadequate capacity utilization are also expected to have an unfavorable impact on the growth of the Indian edible oil market.

The competition section begins with the Porter's Five Forces analysis for the edible market. It outlays the competitive landscape of the edible oil market in India briefing about the domestic and foreign players existing in the market.

Market Share And Strengths:

The demand for edible oils in India has shown a steady growth at a CAGR of 4.43% over the period from 2001 to 2011. The growth has been driven by improvement in per capita consumption, which in turn is attributable to rising income levels and living

standards. However, the current per capita consumption levels of India (at 13.3 Kg/year for 2009-10) are lower than global averages (24 kg/year).¹ The Indian edible oils market continues to be underpenetrated and given the positive macro and demographic fundamentals it has a favourable demand growth outlook over the medium-to-long term.

In terms of volumes, palm oil, soyabean oil and mustard oil are the three largest consumed edible oils in India, with respective shares of 46%, 16% and 14% in total oil consumption in 2010. Given the high price consciousness and varied taste preferences of Indian consumers, ICRA expects these three oils to continue to account for the bulk of edible oil consumption in the country. ICRA notes that while the share of branded oils segment has remained low over the years, it is poised for growth in view of rising income levels; uptrend in urbanisation and increasing quality consciousness of Indian consumers.

Edible oils constitute an important component of food expenditure in Indian households. Historically, India has been a major importer of edible oils with almost 30-40% of its requirements being imported till 1980s. In 1986, the Government of India established the Technology Mission on Oilseeds and Pulses (TMOP) in order to enhance the production of oilseeds in the country. The TMOP launched special initiatives on several critical fronts such as improvement of oilseed production and processing technology; additional support to oilseed farmers and processors besides enhanced customs duty on the import of edible oils.

Consequently, there was a significant increase in oilseeds area, production, and yields until the late-1990s. However, in order to fulfill its obligations towards various international trade agreements and also meet the increasing demand-supply deficits, India began to reduce import restrictions on edible oils in the late 1990s; and it was gradually brought under Open General License. This led to a significant slump in the domestic oil seeds market, as edible oil prices fell sharply in line with the low international prices prevailing at that time.

1.3 COMPANY PROFILE

Gold Winner Oil Brand - Kaleesuwari Refinery Private Limited

Kaleesuwari Refinery Private Limited, ever since its foundation in the year 1993 has harnessed its experience in the consumer goods industry to focus on long-term relationships with its consumers by providing high quality, contemporary, technology based and cost-effective products.

The organization has embraced a tradition of creating, developing and marketing high-quality consumer products for nearly 3 decades. Kaleesuwari is at the pole position in the Edible Oil and Dhal segments. Having three manufacturing plants with well-equipped state-of-the-art facilities and machineries located near the major cities of Chennai, Coimbatore and Bangalore, Kaleesuwari is one among India's primary producers of refined sunflower oil under the flagship brand "Gold Winner".

Kaleesuwari has evolved multiple brands. To begin with the most celebrated brand – “Gold Winner”. It offers edible oils including refined Sunflower Oil, Vanaspathi and refined Groundnut Oil. Under the brands of “Gold Choice”, “Orysa”, “Koda” and “Paalm Super”, Kaleesuwari offers refined Soya Bean Oil, refined Rice Bran Oil, pure Coconut Oil and refined Palmolien Oil.

Mission:

It is responsible for the development of the new products, which could be sold in India and is also responsible for contracting with the national suppliers.

Vision:

With new management in place, new targets are being framed.

The Heritage

From the day Kaleesuwari was founded, the vision to spread the delight of healthy life was the pathfinder to the company. This was the driving force behind every new venture they stepped into.

1994

- The Flagship brand Gold Winner RSF was launched

2005

- Kaleesuwari entered another new product category in the month of September by launching Sree Gold Dhal

2007

- Kaleesuwari introduces its Olive Oil brand - Cardia Health Olive Oil

2008

- Kaleesuwari receives its ISO 2000:9001 certification for the maintenance of impeccable quality standards
- Kaleesuwari receives the HACCP certificate on Hazard Analysis and Critical Control Practices

2010

- Kaleesuwari creates a new health-bound oil blend of Olive & Corn Oil by the name Cardia Life in October

Awards & Recognition

Awards, certifications and recognitions are the best ways to understand Kaleesuwari's persistence in adding value to its customers from every dimension. Kaleesuwari has raised the bar even when it comes to making a difference in the life of its customers.

Given below are some of the recognitions received by Kaleesuwari through its brands for excellence in business development and product quality.

- A report published by The Economic Times Brand Equity on April 21, 2004 recognized Gold Winner to be ranked 63rd among India's top hundred Fast Moving Consumer Goods (FMCG) brands by A.C. Nielsen Retail Audit.

- An ORG-MARG survey had rated Gold Winner as "Number One" in the FMCG (edible oils) category in South India.
- Gold Winner is a well-recognized member of the US based National Sunflower Association (NSA), whose aim is to promote quality sunflower products across the globe keeping the health of the people in mind.
- Gold Winner crossed another milestone in September 2005 by receiving ISO 9001:2000 & HACCP Certifications.
- The HACCP (Hazard Analysis and Critical Control Point) Certification confirms that the edible oil processing followed at Kaleesuwari is free from physical, chemical and biological contamination thereby assuring complete food safety.

The Infrastructure

Kaleesuwari has three manufacturing plants with well-resourced state-of-the-art facilities and dexterous professionals located near the major cities of Chennai, Coimbatore and Bangalore. The manufacturing plants use “Continuously Automated Technology “ for processing to maintain the highest standards of hygiene.

The major share of refinery processing equipments is supplied by the world renowned equipment supplier, Desmet Ballestra from Belgium. Stringent quality control standards are employed in the inspection and testing of incoming raw materials, packaging materials, refining – via continuous in-process testing, as well as all finished goods. Kaleesuwari’s quality control laboratories house high-tech testing equipments and follow Good Laboratory Practices to ensure quality and repeatability of all testing procedures.

Kaleesuwari is the foremost edible oil company in India to put an enterprise-resource-planning (ERP) system using SAP into practice. It streamlines the operations by systematic monitoring and analyses of all the business processes.

Social Responsibility

The Social Responsibility programs of Kaleesuwari are designed to provide enduring benefits to its employees, clients, shareholders, partners and individuals of

the surrounding within which it operates. Kaleesuwari understands its responsibility of being a part of the community. These responsibilities go further than just producing the products and keeping the customers surrounded by happiness and good health. Kaleesuwari understands its obligation to lend a helping hand as an employer and as a part of the community at large.

1.3.1. PRODUCT PROFILE

Gold Winner - Refined Sunflower Oil

Gold Winner Refined Sunflower Oil is the flagship brand of Kaleesuwari. Gold Winner finds a place in every discerning home. Thanks to the highly sophisticated and rigorous processes adopted to refine crude Sunflower Oil. A unique distribution network ensures that the end-consumer is enriched by good health and happiness. Gold Winner is now available in Singapore, Malaysia, Brunei, Kuwait, Dubai, Australia, UK and Sri Lanka. Every drop of Gold Winner not only glistens with quality and hygiene but also assures gourmet's delight.

Gold Winner - Refined Groundnut Oil

Gold Winner Refined Groundnut Oil contains the wholesome nutrition of groundnuts. It has a unique property to enhance the flavor of the food. The superior quality of the raw materials and state-of-the-art refining processes ensure that Gold Winner Refined Groundnut Oil is of the finest quality.

Cardia Life - Blend Of Olive & Corn Oil

Cardia Life olive and corn blended refined oil is made from two healthy & diverse ingredients that combine good health with great taste. Cardia Life is versatile oil suitable for all cooking methods and for use in many types of dishes. It ensures excellent flavor stability and enhances the taste of food. All these merits turn Cardia Life into an ideal choice.

Paalm Super - RBD Palmolein

Palm Super is a refined, bleached and deodorized form of palm oil which is extracted after crushing the palm fruit which is rich in Vitamin E (Tocopherols & Tocotrienols) and is a powerful anti-oxidant. The RBD Palmolein has a property of reducing the risks of certain chronic diseases and delays the body's ageing process.

Dheepam Lamp Oil

Dheepam lamp oil is a unique blend of five pure oil (pancha deepam ennai) and Sugandha Dravyas / Fragrances to enhance divine experience. Worshiping with Dheepam can elevate mood and provide a feeling of serenity and peace that is associated with divine interventions. Dheepam brings together a unique combination of oils that are said to have been used since time immemorial with exclusive significance to light up life.

Eldia Pure Coconut Oil

100% pure coconut oil is not something that can be claimed by just any coconut oil. In fact, to claim it, every stage of the oil making process has to be pure in its ingredients and skill. Eldia pure coconut oil is the result of handpicked and finest of copra's crushed in the most hygienic of environments and packed with utmost care. The unadulterated natural aroma of Eldia is a testimony to its quality. No wonder, Eldia pure coconut hair oil is widely used from infants to elders and in cities to suburbs, not just for their hair, but also for dry skin, body massage, etc. Reach out to 100% pure for your head to toe. Reach out for Eldia.

Orysa - Refined Rice Bran Oil

Orysa is the premium quality Refined Rice Bran Oil that protects the consumer's hearts with Gamma Oryzanol protection. Gamma Oryzanol is a natural anti-oxidant that is known to significantly reduce the absorption and deposition of LDL and VLDL (bad) serum cholesterol and thereby offer superior protection to the entire cardiovascular system. The prolific presence of the naturally occurring anti-oxidants and the well balanced ratio of Omega 6 to 3 in Orysa ensure that the oil has superior oxidative

stability and enhanced friability than most other oils. Orysa is rich in Squalene and Trienols that are well known to have anti-cancer effects

1.4 STATEMENT OF THE PROBLEM

Human resource is the vital resources among all other organizational resources. Without the effective organizational culture, an organization cannot achieve its goals. Protecting and maintaining the human resource by providing various welfare measures is the pivotal role of any management. Organizational culture plays a crucial role in the development of the organization. The employee's job satisfaction and motivation are also closely linked with social welfare. Organization culture in the area human resources management has attracted many researches all over the world. There are many studies related to this area. In this study, an attempt has been made to study the effectiveness of organization culture measures provided by Kaleesuwari Refinery Private Limited., Chennai. The main aim of study is to study the level of employee's satisfaction towards the organization culture measures of the company.

1.5 OBJECTIVES OF THE STUDY

1.5.1. PRIMARY OBJECTIVE

- To study on organizational culture in Kaleesuwari Refinery Private Limited., Chennai.

1.5.2. SECONDARY OBJECTIVES

- To analyse the present culture of the organization.
- To understand the work culture and work environment in the company
- To evaluate the impact of organizational culture in control the employees
- To assess the impact of organizational culture on employees relationship
- To obtain the suggestions from the respondents to improve the organizational culture in the company.

1.6 NEED OF THE STUDY

A positive organizational culture allows employees to understand their organization and feel that their voice matters in driving the business towards a common purpose. Organizational culture is reflected in the way people perform tasks, set objectives, and administer the necessary resources to achieve objectives. Culture affects the way individuals make decisions, feel, and act in response to the opportunities and threats affecting the organization. The study is needed in order to understand the present culture of the organization. The study helps to evaluate the work culture and work environment in the company. It throws lights on to assess the impact of organizational culture on employees relationship on the company.

1.7 SCOPE OF THE STUDY

The scope of the study is confined to Kaleesuwari Refinery Private Limited., Chennai. The study analysis the employees perception towards organizational culture. The sample size of the study is 163. The study helps to understand the present culture of the organization. The study throws lights on the impact of organizational culture in control the employees. It supports to evaluate the impact of organizational culture on employees relationship in the company

CHAPTER II

REVIEW OF LITERATURE

Dimitrios, B. (2017) employee performance is important; this is so because an organization's success is dependent upon the employee's creativity, innovation and commitment. Every employee performs different jobs or tasks in an organization depending upon the nature of the organization. These jobs or tasks are performed by the employees properly so they can give their best output at the job. The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to do so.

Hellriegel and Slocum (2017), organizational culture can enhance performance in a large scale. According to them, the culture of an organization allows the employees to be acquainted with both the firm's history as well as current methods of operation and this specific direction endows the employees with guidance about expected and accepted future organizational behaviours and norms.

Furnham and Gunter (2017), states that organizational culture functions as the internal integration and coordination between firm's operations and its employees. Internal integration has to do with the societal interaction of new members with the existing ones, creating boundaries of the organization feelings of identity among personal and commitment to the organization. A strong organizational culture supports adaptation and develops employee performance by motivating employees towards a shared goal and objective, and finally shaping and channeling employees' behavior to that specific direction. Although, there are certain parameters that are taken into consideration to understand the impact of organizational culture on employee performance, which includes: employee participation, innovation and risk-taking, reward systems, openness to communication, customer service orientation.

Locke (2018) The type of organizational culture created in an organization determines the impact it can have on employee performance. It can have either a negative or a positive impact. For instance, an organizational culture was employees are considered

an integral part of the growth process of the organization fosters employee performance. This is so because the employees align their goals and objectives with those of the organization and feel responsible for the overall well being of the organization. As their efforts are in turn appreciated by the management and suitable rewards are given, they perform effectively and efficiently. In such organizational culture, the employees are committed to achieving their goals and thus it has a positive effect on the overall performance of the organization. Organizational culture to a large extent determines the performance of employees. Therefore, it is in the interest of organizations to eliminate negative factors that slow down employee performance in order to foster a positive work place environment or a positive organizational culture.

Fakhar, S., et al (2018) Research shows that organizational culture influences productivity, effectiveness, performance, and job satisfaction. Organizational culture has been identified as an important aspect of organizational behavior and it is useful in elucidating how organizations function. Organizational psychologist, Edgar Schein (1996), suggested: A culture is a set of basic tacit assumptions about how the world is and ought to be that a group of people share and that determines their perceptions, thoughts, feelings, and to some degree, their overt behavior. Scholars of organizational behavior have studied and identified some relationship between organizational culture and employee performance.

Silverthorne (2018), employees are likely to assess elements of job satisfaction, especially intrinsic elements and more precisely when the work place or organizational culture is harmonious and supportive. In researching various types of organizational culture, he found out that involvement in an organization that had a bureaucratic culture resulted in the lowest levels of job satisfaction and organizational commitment, on the other hand those who practiced innovative cultures and supportive culture had high level of employee satisfaction. It is easy to imagine that an organization with culture of harmony, respect, trust and productivity, lends itself to an environment hospitable to job satisfaction. Furthermore, other researchers on the relationship between organizational culture and job satisfaction suggests that a productive working environment promotes the construction of a specific organizational culture and the experience of employees' job satisfaction studies have also shown that employees' feeling of job satisfaction has also been studied in parallel with a specific dimension of

organizational culture. Studies have shown that organizations which are flexible and adopt the participative management type, with emphasis on communication and employees' reward, the employee is more likely to be satisfied.

Chang and Lee (2018) investigated the connection between organizational culture and job satisfaction. According to their results, organizational culture influences job satisfaction positively specially when the employee shares in the vision of the organization. As a result, employees corporate not only for the organization's well being but also for their personal completion. The impact of organizational culture on job satisfaction has also been studied in the light of demographic characteristics.

Sommer et al. (2018) for instance found that job commitment of employees from Korea was positively correlated with positions held, tenure and age, indicating that older employees, who have higher positions and for a long time reported higher levels of job satisfaction. According to Hebb (2007), a change in the organizational culture affects the job satisfaction; this is so because job satisfaction is related to organizational culture. The organizational culture determines the how the work place environment will look like, therefore and organizational culture that encourages and environment where employees are highly motivated and are supported tends to enjoy a high satisfaction level of employees, because the employees feel relevant and are also rewarded for a job well done. Also a culture that encourages communication and relationship between the employee and the employer fosters a positive impact on the job satisfaction of the employee. Organizational culture is an important antecedent of job satisfaction and plays a crucial role in employees' job satisfaction.

Fatima, R., et al. (2019). Organizational culture is the norms and values shared by members of an organization that controls the way they interact with one another and stakeholders outside the organization. The study reveals that organizational culture fosters performance and satisfaction of employees. In other words, it has an impact on employee performance and job satisfaction. Further, it was discovered that the organizational culture determines if the level of employee performance and job satisfaction either increases or decreases. All these affect how the employee will perform and how much satisfaction is derived from his/her job. Finally, the study also reveals that an organizational culture that encourages the employees to be innovative, a good reward (motivation) system, sees the employee as part of the organization and

includes him/her in the decision making process tends to experience increased performance and satisfaction level of employees which will in turn lead to high productivity of the organization

Shamaila, G., & Azam, F (2019). The issue of organizational culture cannot be over emphasized in every organization. It has been observed that organizational culture is important in any organization; this is so because organizational culture is powerful and helps organization achieve higher productivity. Even in advanced countries and in most computerized organizations, organizational culture cannot be over looked because it plays a significant role in the organization. It determines kind of working environment and how employees interact and all these affects performance, satisfaction and even productivity of the organization itself. It is therefore important that every organization should develop a culture that will be well understood by its employees, because if employees are well acquainted with the organization's culture they know how to adjust their own values to fit into the culture of the organization thereby performing their duties properly and get satisfied at the end of the day for a job well done. Therefore, every organization should be encouraged to build a culture that incorporates the employees in every activity of the organization so as to enjoy improved performance, satisfaction and high productivity.

Pirzada, S., et al. (2019). Every individual has different culture and beliefs that he works with and when he joins an organization that has a completely different culture and beliefs from his own, he should be allowed to internalize himself first with the organization's culture and values to know whether he can cope with them or not. It is the ability of the employee to cope with the organizations culture that will determine how he will perform on his job. In cases where an organizational culture must be changed, employees must first of all be notified and made to learn the modification of the old culture as this will affect their performance. Organizations should also develop a culture that encourages employees to be innovative and creative and also see the employees as humans and not logs in machines.

Alhabri, M. A., et al. (2020) This was designed to examine the impact of organizational culture and its impact on employee performance and job satisfaction, using Niger Delta University as a case study. The objectives of the study was to evaluate how organizational culture influences employee performance and job satisfaction and the

relationship between organizational culture, employee performance and job satisfaction in order to proffer possible solutions that will help organizations build a culture that will have a positive impact on the performance and satisfaction of their employees. The data for the research was obtained from respondents who were mainly staffs of Niger Delta University. A total of 120 questionnaires were distributed but only 100 were retrieved from the respondents. The data was analyzed using simple percentage, tables and chi square was used in testing the hypotheses formulated to guide the research. From the findings, it was observed that majority of the respondents' agree that organizational culture does have an impact on performance and satisfaction levels of employees. It was also discovered that the type of organizational culture practiced in an organization can also determine the level of employee performance and job satisfaction. An organization that practices either a clan or support culture tends to experience high performance and satisfaction levels; this type of culture encourages employees to be innovative and also supports socialization and teamwork.

Alfred Stephen (2020) Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. The rules and traditions of the culture have a great importance in any organization and have a great impact and significant impact on the employee and the organization at large. Culture in any organization is defined by shared beliefs and values among all members of that organization. These shared beliefs, values, morals, symbols and behavior guide employees in decision making at unconscious levels. The importance of corporate culture is emphasized by Peters and Waterman (1999, p.808), who state that, "Without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies or organizations".

Ritchie (2021), organizational culture affects such outcomes as productivity, performance, commitment, self confidence, satisfaction and ethical behavior. Similarly, more recent writers have stated that organizational culture impacts on any organization, its employee performance and job satisfaction and ultimately its financial performance. Furthermore, it has also been noted that organizational culture helps management to find out the suitable strategies and policies which can drive employees to contribute themselves and lead to organizational performance. With the ever

changing technology and fast paced business arena, organizations today are grappling to find new and innovative ways of improving performance with the minimal addition of cost. Many organizations have now turned to explore the sociological aspect of the business in order to improve profitability. Culture is one aspect that is not tangible, yet it plays a very important role to the success of any organization.

Cui, X. M (2021) defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In the last decade, it has been used by some organizational researchers and managers to indicate the climate and practices that organizations develop around their handling of people or to refer to the espoused values and credo of an organization.

McEwan (2022) postulates that as a concept, culture is inseparable from the notion of human society. Cowling and James (1994) support McEwan in the postulation that an organization cannot be separated from the culture of society. To try and change the prevailing culture within an organization, one has to take cognizance of the relevant societal culture. Robbins (2001, p.518), on the other hand, argues that a company's organization culture does not pop out of thin air and, once it is established, it does not fade away. An organization's current customs, traditions, and general way of doing things are largely due to what it has done before and the degree of success it has had with these endeavours. Robbins further emphasizes that the founders of an organization have a major impact on that organization's early culture.

Robbins (2022) quotes the story of the Ford Motor Company. When Henry Ford II was the chairman, he continuously reminded his executives, when they got too arrogant, that, it's my name on that building. The message was clear: It was Henry Ford II that ran the company. Robbins believes that culture is learned by employees who listen to other employees or managers who relate stories about how earlier managers, or even founders of companies, treated their customers, or how they handled tricky situations that arise in the company. Stories such as these circulate through many organizations, consequently transmitting the culture from year to year.

CHAPTER III

RESEARCH METHODOLOGY

3.1 RESEARCH

Research is defined as a scientific and systematic for pertinent information as a specific topic. The advance learner's dictionary of current English lays down the meaning of research as a "careful investigation or enquiry especially through search for new facts in any branch of knowledge". Redman and marry define research as "systematized effort to gain new knowledge.

Research methodology is a way to systematically solve the problem, science of study how the research is done and the various steps that are generally adopted by a researcher in studying his problem along with the logic behind them. Briefly the research methodology is the logic behind the methods that are used in the context of research studies and explain why particular methods are used and why the others are not used. So that the research results are capable of being evaluated either by the research or by others.

3.2 RESEARCH DESIGN

A research design is the arrangement of conditions for collection and analysis of data in a common manner that aims to combine relevance purpose with economy in procedure. Research design is the concept structure within which research is conducted; it constitutes the blue print for the collection, measurement and analysis of data.

This research study is descriptive in nature. Descriptive research studies are those studied which concerned with describing the characteristics of a particular individual or of a group. The studies concerned with specific predictions, with narration of facts and characteristics concerned individual group or situation. Descriptive research seeks to determine the answers to who, what, when, where and how questions.

3.3 SAMPLING

The process of using a small number of items or parts a large population to make conclusions about the whole population.

A subset or some part of the large population is sample. Here sample size 163.

3.4 POPULATION

A complete group of people in a universe. Here entire employees of Kaleesuwari Refinery Private Limited., Chennai are nearly 575.

3.5 SAMPLING TECHNIQUE

Sampling technique used is non probability convenience sampling. Non probability sampling is “a sampling technique in which of the sample selected are on the basis of basis of personal judgment or convenience”. The technique here “Convenience sampling”. It is a sampling procedure used to obtain those units or people most conveniently available.

3.6 SAMPLING AREA

Data's are collected directly from the employees who are working in the organization. So the sampling area is Kaleesuwari Refinery Private Limited., Chennai.

3.7 SAMPLING SIZE

There are more than 575 employees working in various shifts in the organization. So the data's are collected from 163 various shifts employees. That means the sample size is 163.

3.8 METHOD OF DATA COLLECTION

Data refer to information or raw facts. Generally the data's are separated into two types' primary data and secondary data. For a research primary and secondary data are collected from various sources. The data collected by the researcher are purely on the "primary data' and less dependent on the "secondary data".

PRIMARY DATA

The primary data collected a fresh and for the first time and happen to be original in character. In this study primary data was collected directly from respondents (employees) with the help of questionnaires.

SECONDARY DATA

The secondary data are collected by someone else and which have already been passed through statistical process. In this study the secondary data was collected from company's annual report, department files, records, journal, internet and etc.

3.9 RESEARCH INSTRUMENT

In this study a structured questionnaire had been used to collected the data. The data had collected through direct interview with the employees. Many questions in this questionnaire had been posted in likert five point scale.

3.10 TOOLS FOR ANALYSIS

In the study there were one types of tools used to analyze the collected data. They are

- Percentage analysis and graphical representation
- Chi-squared test
- Correlation

3.10.1. PERCENTAGE ANALYSIS AND GRABHICAL REPRESENTATION

Percentage analysis is one of the methods which calculates the percentage of each factors and rank them accordingly for interpretation purpose. This from of presentation simplifies the interpretation.

$$\text{Percentage} = \frac{\text{No of Respondents}}{\text{Total no of Respondents}} * 100$$

3.10.2. CHI-SQUARE TEST

The Chi-square test is an important test amongst the several tests of significance developed by statisticians. Chi-square is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical variance. As a non-parametric test, it can be used to determine if categorical data shows dependency or the two classifications are independent. Chi-square is calculated as follows:

Chi-square was done to find out one way analysis between socio demographic variable and various dimensions of the programme.

$$\chi^2 = \sum \frac{(o_{ij} - e_{ij})^2}{e_{ij}}$$

O – Observed value

E – Expected value

3.10.3. CORRELATION

Correlation analysis deals with the association between two or more variables. It does not tell anything about cause and effect relationship. Correlation is described or classified in several different ways. Three of the most important ways of classifying correlation are :

1. Positive and Negative
2. Simple, Multiple and Partial
3. Linear and Non-Linear

Karl Pearson's method is popularly known as Pearson's coefficient of correlation. It is denoted by the symbol 'r'.

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{(n \sum x^2 - (\sum x)^2)(n \sum y^2 - (\sum y)^2)}}$$

The value of the coefficient of correlation as obtained by the above formula shall always lie between +1 and -1. When $r = 1$, it means there is perfect positive correlation between variables. When $r = -1$, it means there is perfect negative correlation between variables. When $r = 0$, it means no relationship between variables.

CHAPTER IV

DATA ANALYSIS AND INTERPRETATIONS

4.1 PERCENTAGE ANALYSIS:

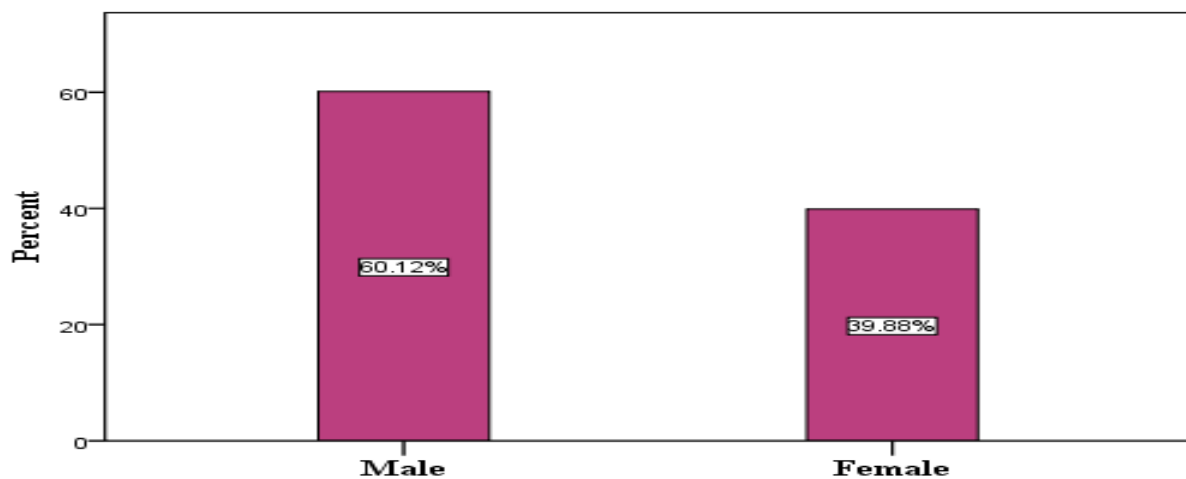
TABLE NO: 4.1.1
GENDER OF THE RESPONDENTS

		Frequency	Percent	Valid Percent
Valid	Male	98	60.1	60.1
	Female	65	39.9	39.9
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.1

GENDER OF THE RESPONDENTS



INTERPRETATION:

Above table shows that 60.1% of the respondents are belongs to male and 39.9% of the respondents are belongs to female.

Thus the majority of respondents are male.

TABLE NO: 4.1.2

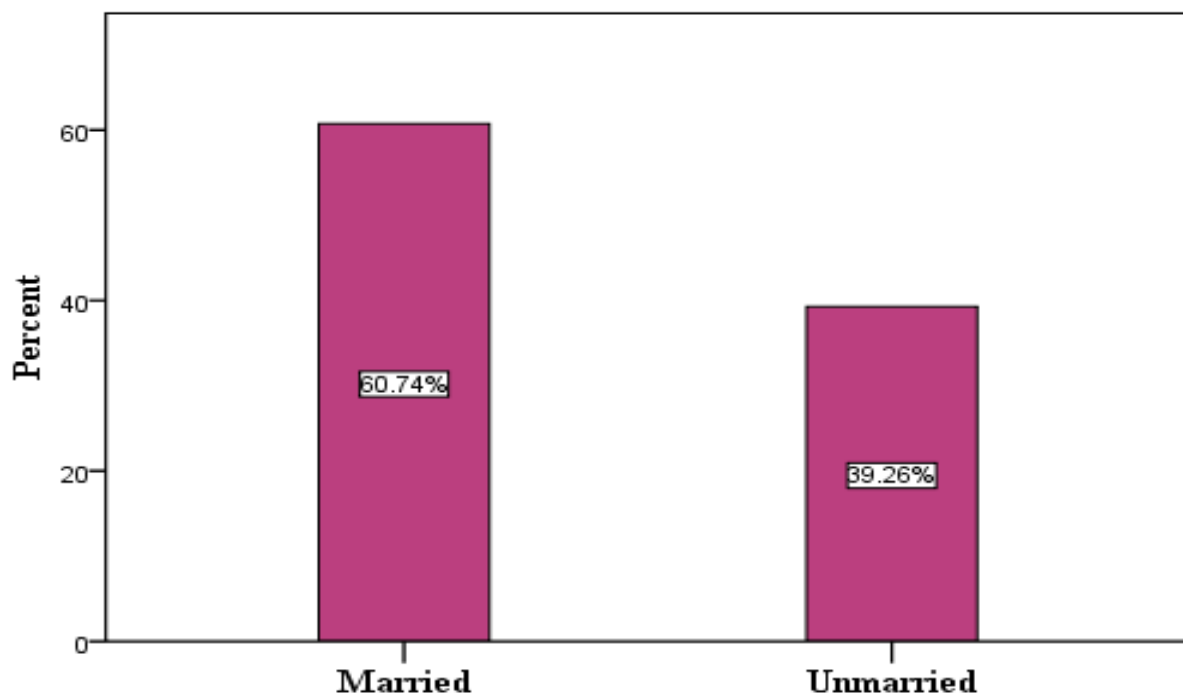
MARITAL STSTUS OF THE RESPONDENTS

		Frequency	Percent	Valid Percent
Valid	Married	99	60.7	60.7
	Unmarried	64	39.3	39.3
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.2

MARITAL STSTUS OF THE RESPONDENTS



INTERPRETATION:

The above table shows that 60.7% of the respondents are married and 39.3% of the respondents are unmarried.

Thus the majority of the respondents are married.

TABLE NO: 4.1.3

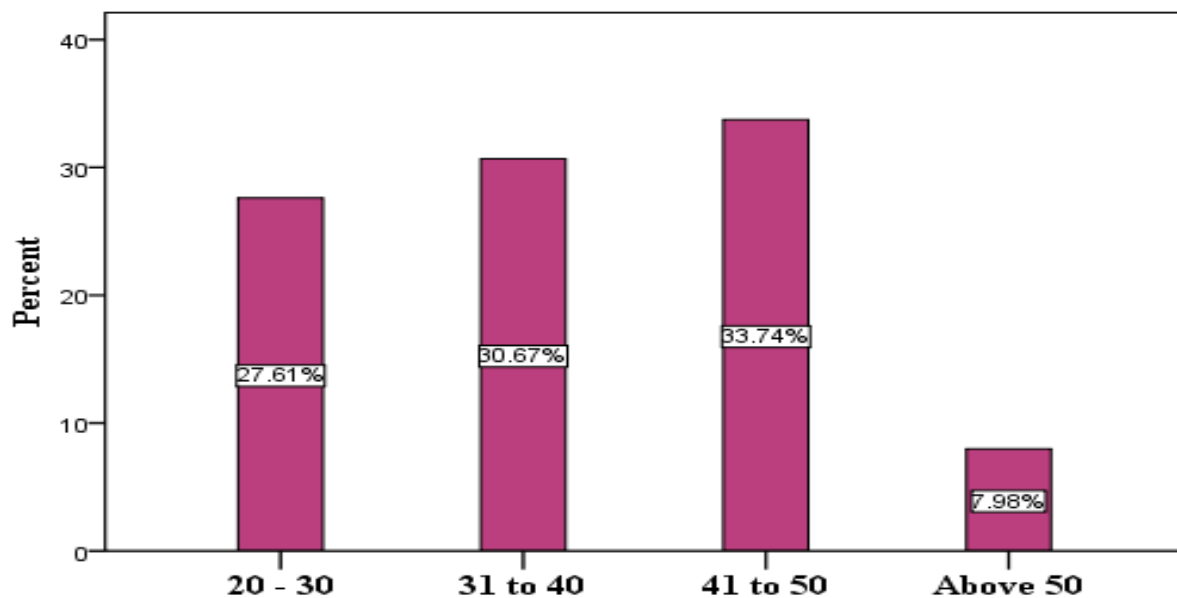
AGE OF THE RESPONDENTS

	Frequency	Percent	Valid Percent
20 - 30	45	27.6	27.6
31 to 40	50	30.7	30.7
Valid 41 to 50	55	33.7	33.7
Above 50	13	8.0	8.0
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.3

AGE OF THE RESPONDENTS



INTERPRETATION:

Above table shows that 27.6% of the respondents belong to the age of 20 - 30, 30.7% of the respondents belong to the age group of 31 to 40, 33.7% of the respondents belong to the age group of 41 to 50 and 8.0% of the respondents belong to the age group of above 50 years.

Thus the majority of respondents belong to the age group of 41-50 years.

TABLE NO: 4.1.4

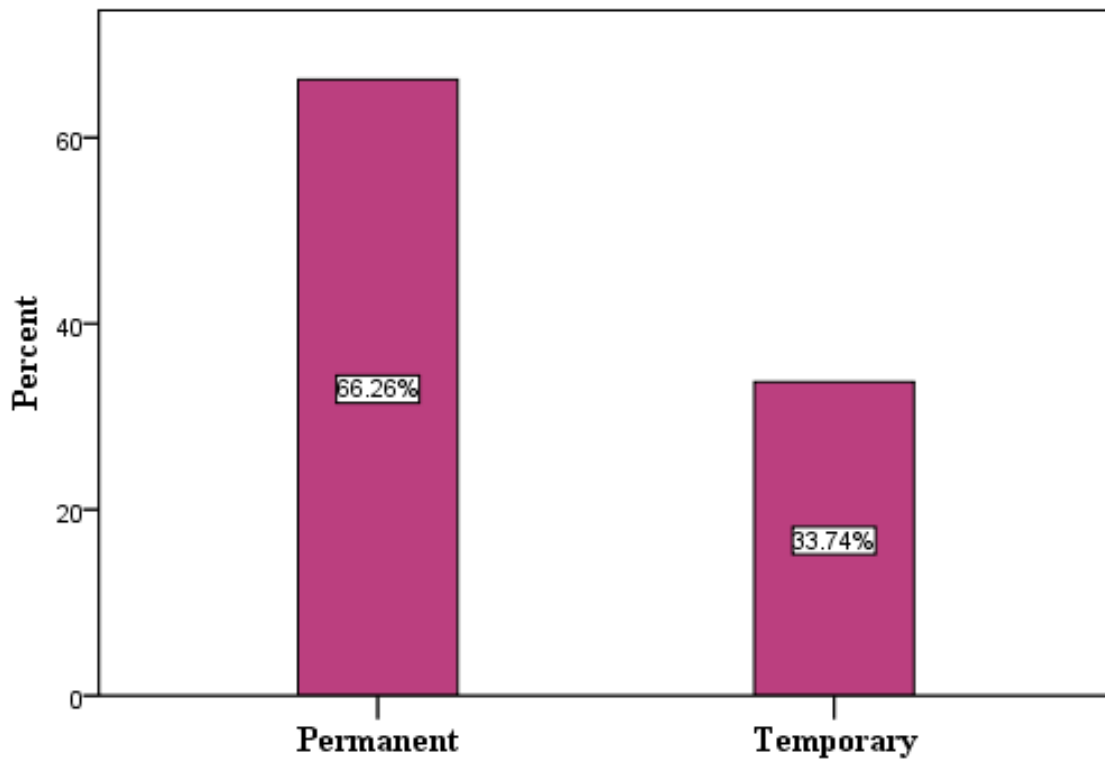
EMPLOYEE STATUS OF THE RESPONDENTS

		Frequency	Percent	Valid Percent
Valid	Permanent	108	66.3	66.3
	Temporary	55	33.7	33.7
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.4

EMPLOYEE STATUS OF THE RESPONDENTS



INTERPRETATION:

The above table shows that 66.3% of the respondents are permanent employees and 33.7% of the respondents are temporary employees.

Thus the majority of the respondents are permanent employees.

TABLE NO: 4.1.5

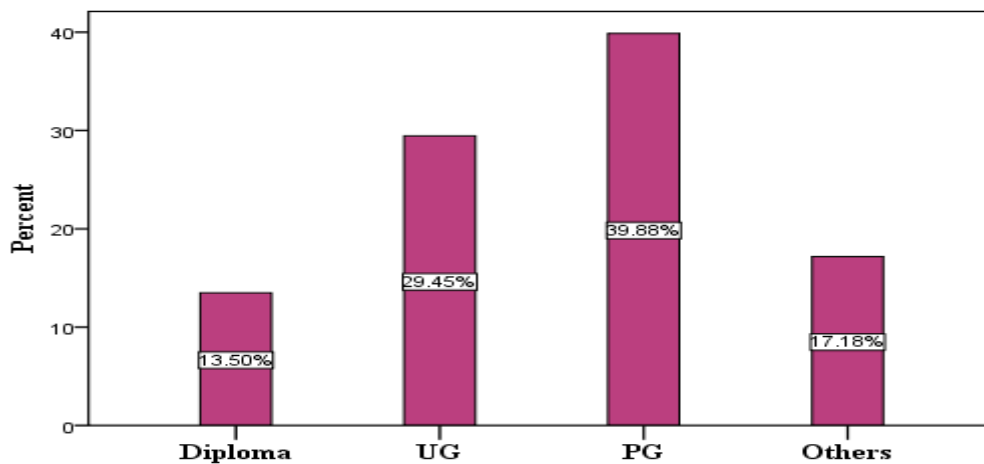
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

	Frequency	Percent	Valid Percent
Diploma	22	13.5	13.5
UG	48	29.4	29.4
PG	65	39.9	39.9
Others	28	17.2	17.2
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.5

EDUCATIONAL QUALIFICATION OF THE RESPONDENTS



INTERPRETATION:

The above table shows that 13.5% of the respondents come under diploma category, 29.4% of the respondents come under UG education category, 39.9% of the respondents come under the PG education category and 17.2% of the respondents come under other education category.

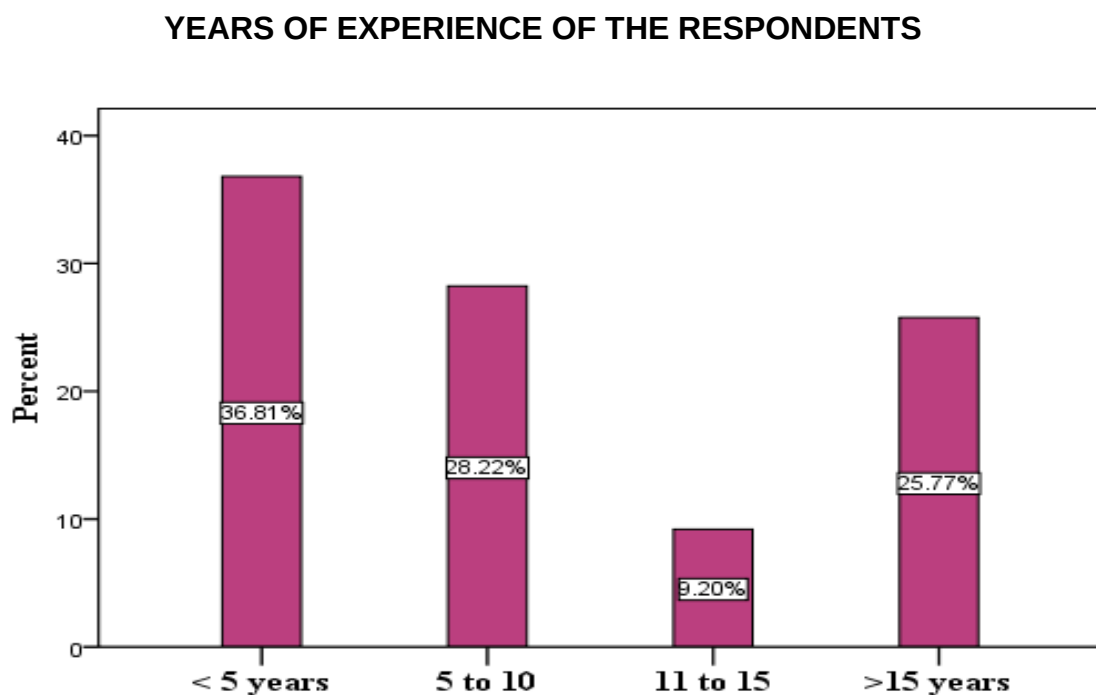
Thus the majority of the respondents come under the PG education category.

TABLE NO: 4.1.6

YEARS OF EXPERIENCE OF THE RESPONDENTS				
		Frequency	Percent	Valid Percent
Valid	< 5 years	60	36.8	36.8
	5 to 10	46	28.2	28.2
	11 to 15	15	9.2	9.2
	>15 years	42	25.8	25.8
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.6



INTERPRETATION:

Above table shows that 36.8% of the respondents are having below 5 year experience, 28.2% of the respondents are having 5-10 years experience, 9.2% of the respondents are having 11-15 years experience and 25.8% of the respondents are having above 15 years experience.

Thus the majority of the respondents are having below 5 experiences.

TABLE NO: 4.1.7

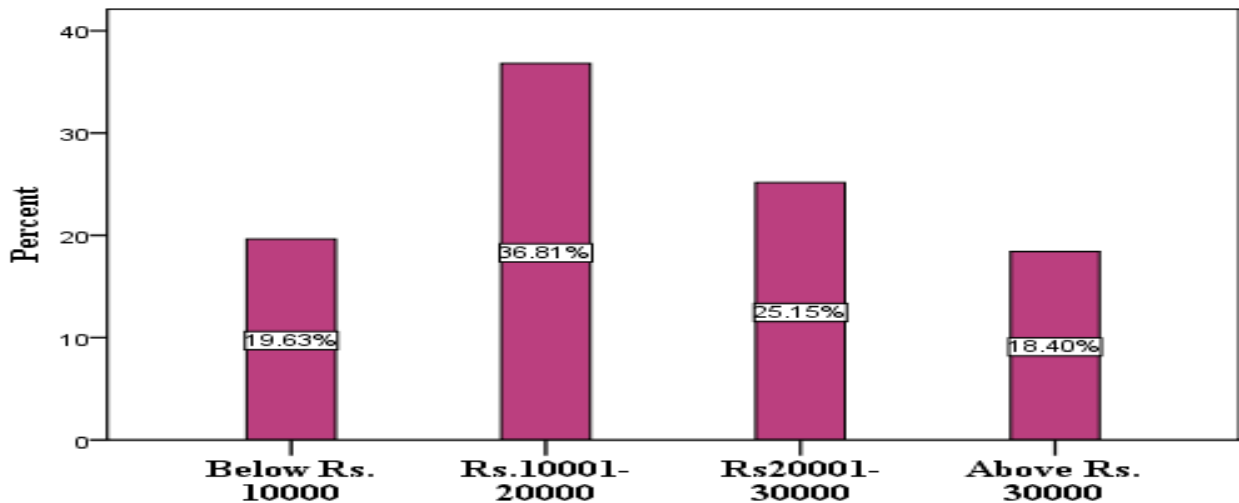
MONTHLY INCOME OF THE RESPONDENTS

	Frequency	Percent	Valid Percent
Valid Below Rs.10000	32	19.6	19.6
Rs.10001-20000	60	36.8	36.8
Rs20001-30000	41	25.2	25.2
Above Rs.30000	30	18.4	18.4
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.7

MONTHLY INCOME OF THE RESPONDENTS



INTERPRETATION:

The above table shows the income of the respondents (in Rs.). 19.6% of the respondents come under the income level of below 10,000, 36.8% of the respondents come under the income level of Rs.10, 001-20,000, 25.2% of the respondents come under the income level of Rs.20, 001-30,000 , and 18.4% of the respondents come under the income level of above Rs. 30,000.

Thus the majority of respondents come under the income level of Rs.10, 001-20,000.

TABLE NO: 4.1.8

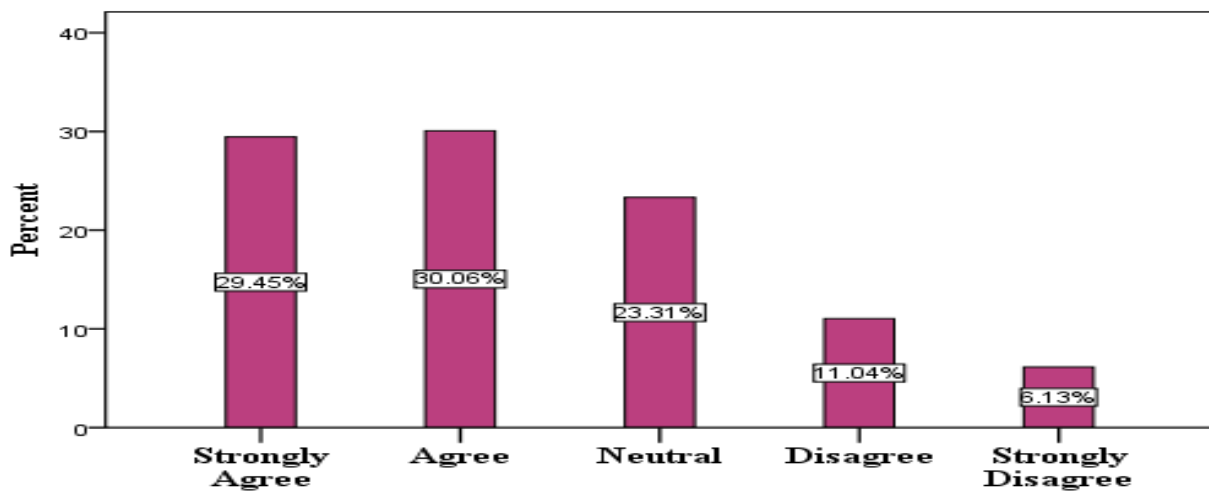
ORGANIZATION CULTURE MAKES LOYAL AND COMMITMENT

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	48	29.4	29.4
	Agree	49	30.1	30.1
	Neutral	38	23.3	23.3
	Disagree	18	11.0	11.0
	Strongly Disagree	10	6.1	6.1
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.8

ORGANIZATION CULTURE MAKES LOYAL AND COMMITMENT



INTERPRETATION:

From the above table it is clear that 29.4% of the respondents are strongly agree, 30.1% of the respondents are agree, 23.3% of the respondents are neutral, 11.0% of the respondents are disagree and 6.1% of the respondents are strongly disagree towards culture of the organization creates loyal and commitment.

Thus the majority of the respondents are agree towards culture of the organization creates loyal and commitment.

TABLE NO: 4.1.9

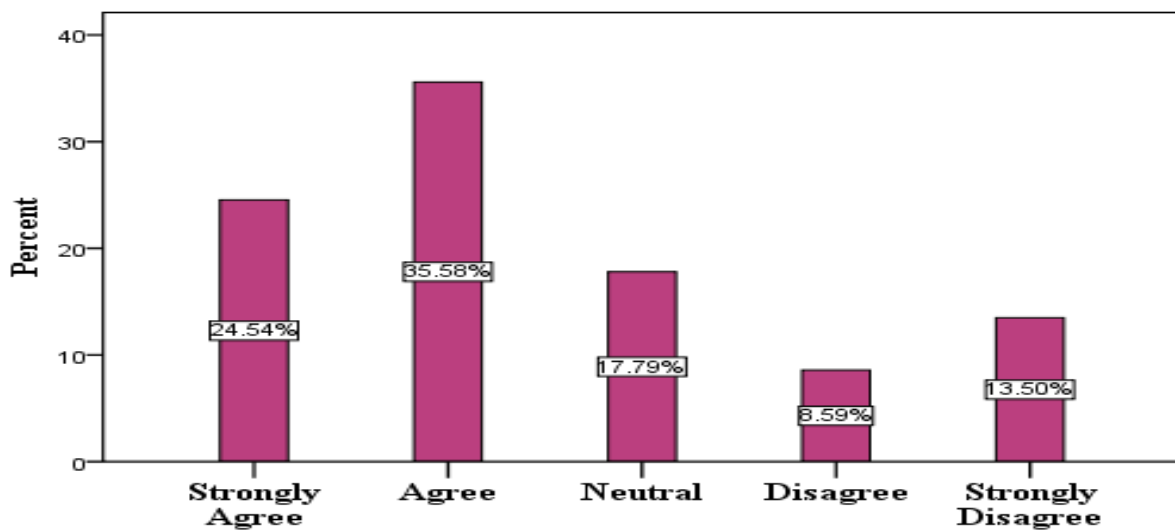
CULTURE TEACHES GOOD BEHAVIORS

	Frequency	Percent	Valid Percent
Valid Strongly Agree	40	24.5	24.5
Agree	58	35.6	35.6
Neutral	29	17.8	17.8
Disagree	14	8.6	8.6
Strongly Disagree	22	13.5	13.5
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.9

CULTURE TEACHES GOOD BEHAVIORS



INTERPRETATION:

From the above table it is clear that 24.5% of the respondents are strongly agree, 35.6% of the respondents are agree, 17.8% of the respondents are neutral, 8.6% of the respondents are disagree and 13.5% of the respondents are strongly disagree towards culture teaches good behavior and moral things.

Thus the majority of the respondents are agree towards culture teaches good behavior and moral things.

TABLE NO: 4.1.10

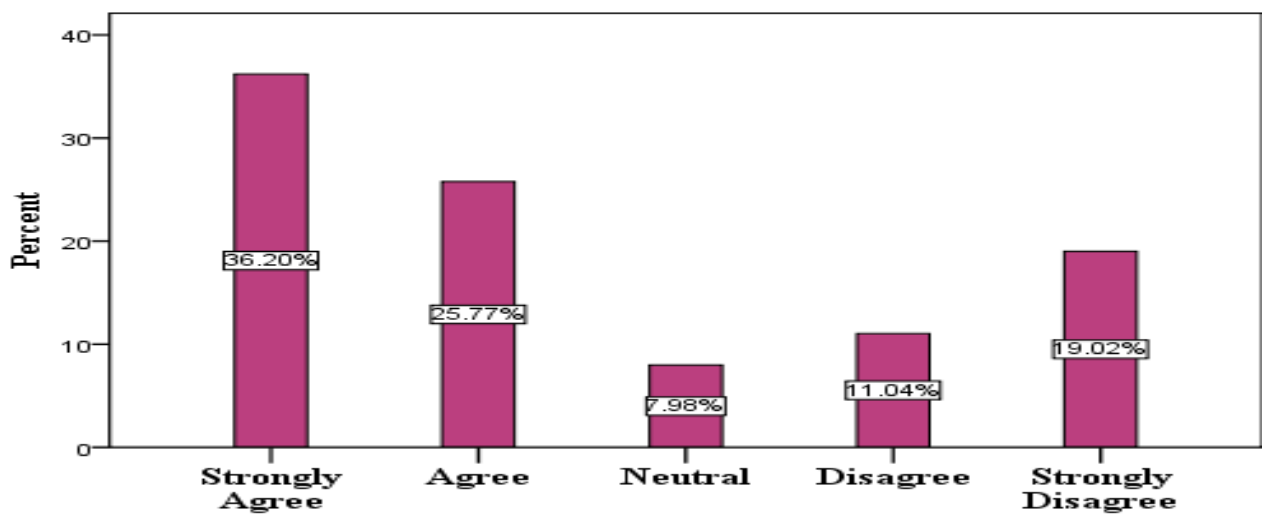
ORGANISATION CULTURE HELP TO DEVELOP

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	59	36.2	36.2
	Agree	42	25.8	25.8
	Neutral	13	8.0	8.0
	Disagree	18	11.0	11.0
	Strongly Disagree	31	19.0	19.0
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.10

ORGANISATION CULTURE HELP TO DEVELOP



INTERPRETATION:

From the above table it is clear that 36.2% of the respondents are strongly agree, 25.8% of the respondents are agree, 8.0% of the respondents are neutral, 11.0% of the respondents are disagree and 19.0% of the respondents are strongly disagree towards culture of the organization really helps to develop the employees.

Thus the majority of the respondents are strongly agree towards culture of the organization really helps to develop the employees.

TABLE NO: 4.1.11

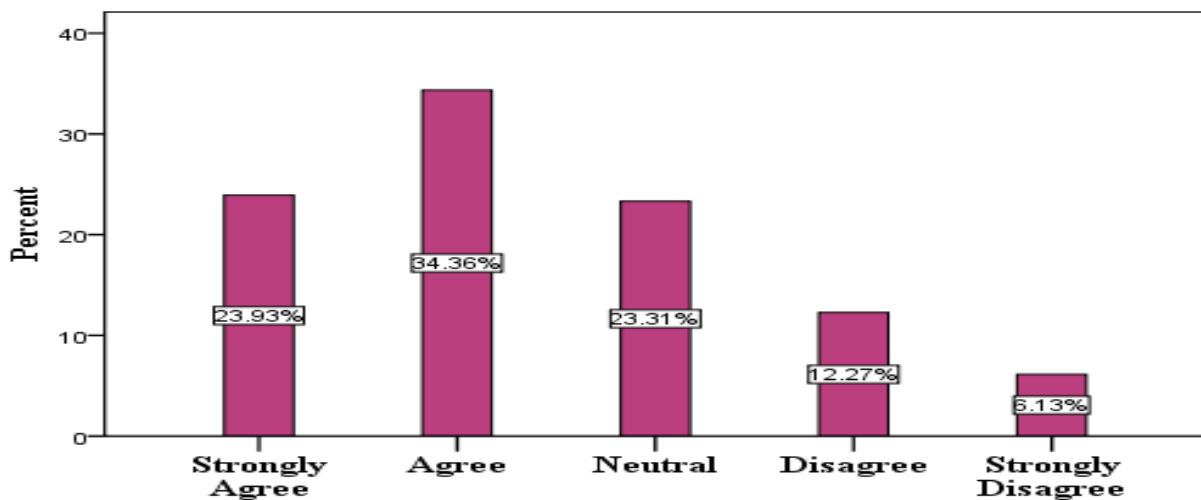
CULTURE LEADS TO IMPROVE THE PERFORMANCE OF COMPANY

	Frequency	Percent	Valid Percent
Valid Strongly Agree	39	23.9	23.9
Agree	56	34.4	34.4
Neutral	38	23.3	23.3
Disagree	20	12.3	12.3
Strongly Disagree	10	6.1	6.1
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.11

CULTURE LEADS TO IMPROVE THE PERFORMANCE OF COMPANY



INTERPRETATION:

From the above table it is clear that 23.9% of the respondents are strongly agree, 34.4% of the respondents are agree, 23.3% of the respondents are neutral, 12.3% of the respondents are disagree and 6.1% of the respondents are strongly disagree towards culture leads to improve the performance of this company.

Thus the majority of the respondents are agree towards culture leads to improve the performance of this company.

TABLE NO: 4.1.12

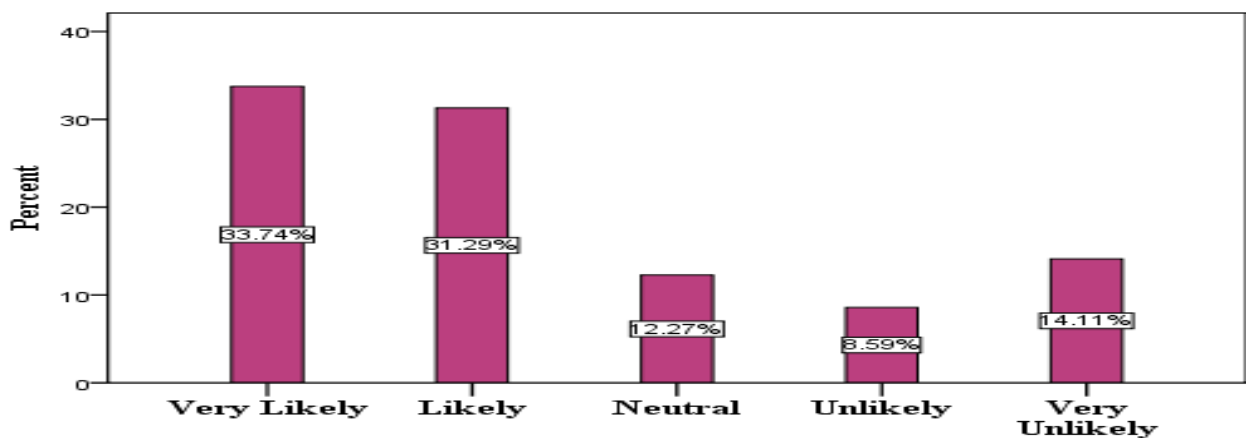
ORGANIZATION CULTURE MAKES GOOD WORKING ENVIRONMENT

	Frequency	Percent	Valid Percent
Very Likely	55	33.7	33.7
Likely	51	31.3	31.3
Neutral	20	12.3	12.3
Unlikely	14	8.6	8.6
Very Unlikely	23	14.1	14.1
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.12

ORGANIZATION CULTURE MAKES GOOD WORKING ENVIRONMENT



INTERPRETATION:

From the above table it is clear that 33.7% of the respondents said that very likely, 31.3% of the respondents said that likely, 12.3% of the respondents said that neutral, 8.6% of the respondents said that unlikely and 14.1% of the respondents said that very unlikely towards culture of this organization makes a good working environment.

Thus the majority of the respondents said that very likely towards culture of this organization makes a good working environment.

TABLE NO: 4.1.13

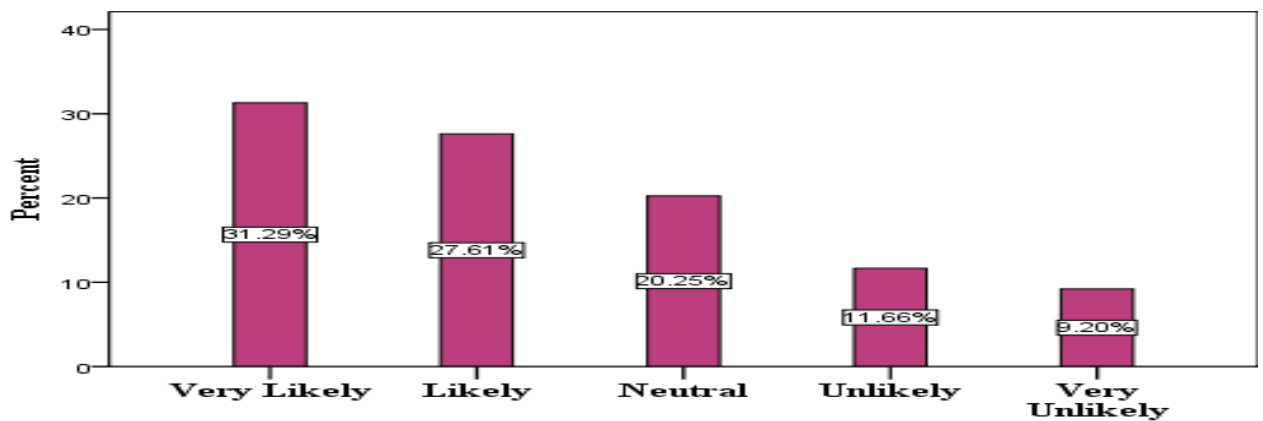
CULTURE HELPS TO WORK WITHOUT STRESS

	Frequency	Percent	Valid Percent
Very Likely	51	31.3	31.3
Likely	45	27.6	27.6
Neutral	33	20.2	20.2
Unlikely	19	11.7	11.7
Very Unlikely	15	9.2	9.2
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.13

CULTURE HELPS TO WORK WITHOUT STRESS



INTERPRETATION:

From the above table it is clear that 31.3% of the respondents said that very likely, 27.6% of the respondents said that likely, 20.2% of the respondents said that neutral, 11.7% of the respondents said that unlikely and 9.2% of the respondents said that very unlikely towards culture helps to work without stress.

Thus the majority of the respondents said that very likely towards culture helps to work without stress.

TABLE NO: 4.1.14

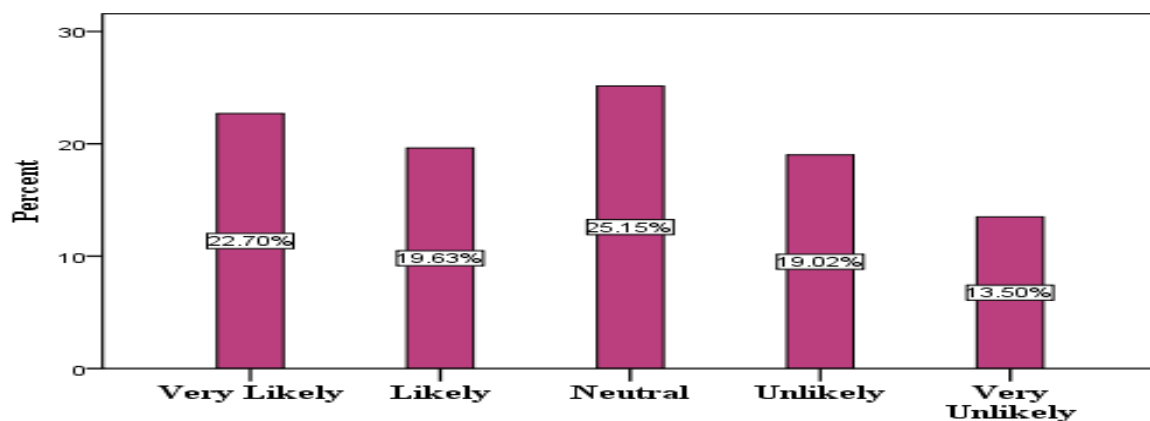
CULTURE CREATES INNOVATIVE WORK ENVIRONMENT

	Frequency	Percent	Valid Percent
Very Likely	37	22.7	22.7
Likely	32	19.6	19.6
Neutral	41	25.2	25.2
Unlikely	31	19.0	19.0
Very Unlikely	22	13.5	13.5
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.14

CULTURE CREATES INNOVATIVE WORK ENVIRONMENT



INTERPRETATION:

From the above table it is clear that 22.7% of the respondents said that very likely, 19.6% of the respondents said that likely, 25.2% of the respondents said that neutral, 19.0% of the respondents said that unlikely and 13.5% of the respondents said that very unlikely towards culture creates innovative work environment.

Thus the majority of the respondents said that neutral towards culture creates innovative work environment.

TABLE NO: 4.1.15

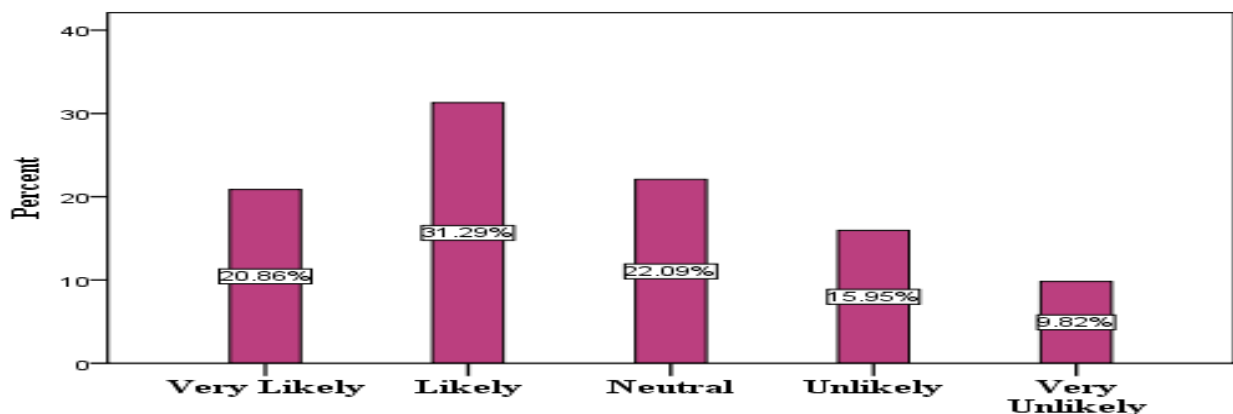
RECOMMEND THE COMPANY BECAUSE OF ORGANIZATION CULTURE

	Frequency	Percent	Valid Percent
Very Likely	34	20.9	20.9
Likely	51	31.3	31.3
Neutral	36	22.1	22.1
Unlikely	26	16.0	16.0
Very Unlikely	16	9.8	9.8
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.15

RECOMMEND THE COMPANY BECAUSE OF ORGANIZATION CULTURE



INTERPRETATION:

From the above table it is clear that 20.9% of the respondents said that very likely, 31.3% of the respondents said that likely, 22.1% of the respondents said that neutral, 16.0% of the respondents said that unlikely and 9.8% of the respondents said that very unlikely towards employees would recommend the company to work.

Thus the majority of the respondents said that likely towards employees would recommend the company to work.

TABLE NO: 4.1.16

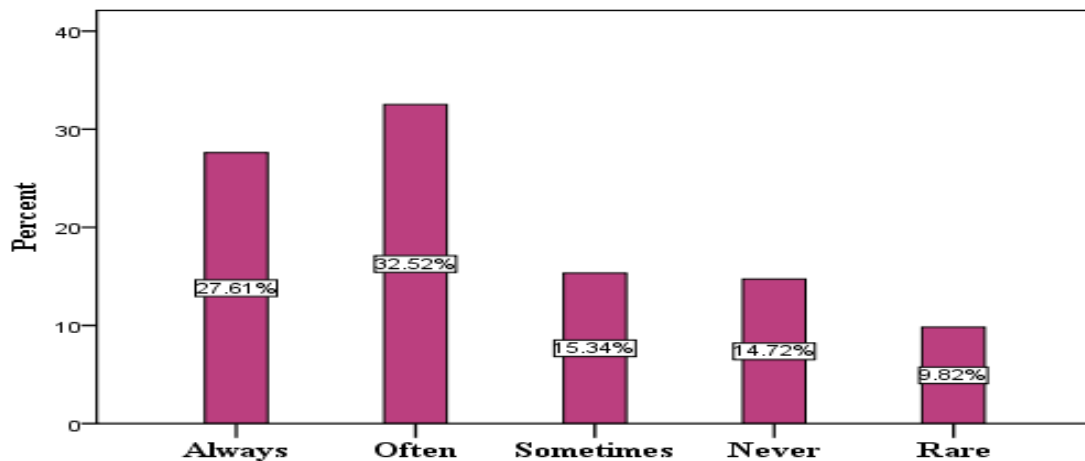
CULTURE CONTROLS INNOVATIVENESS

	Frequency	Percent	Valid Percent
Valid Always	45	27.6	27.6
Often	53	32.5	32.5
Sometimes	25	15.3	15.3
Never	24	14.7	14.7
Rare	16	9.8	9.8
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.16

CULTURE CONTROLS INNOVATIVENESS



INTERPRETATION:

From the above table it is clear that, 27.6% of the respondents said that always, 32.5% of the respondents said that often, 15.3% of the respondents said that sometimes, 14.7% of the respondents said that never and 9.8% of the respondents said that rare towards culture controls their innovativeness and ability.

Thus the majority of the respondents said that often towards culture controls their innovativeness and ability.

TABLE NO: 4.1.17

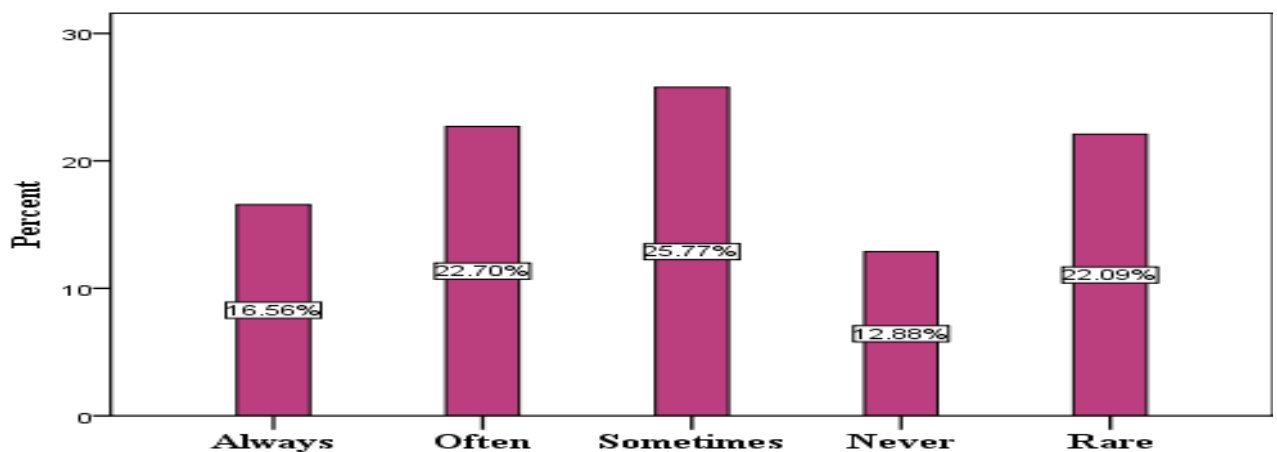
CULTURE CONTROLS RELATIONSHIP BETWEEN EMPLOYEES

		Frequency	Percent	Valid Percent
Valid	Always	27	16.6	16.6
	Often	37	22.7	22.7
	Sometimes	42	25.8	25.8
	Never	21	12.9	12.9
	Rare	36	22.1	22.1
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.17

CULTURE CONTROLS RELATIONSHIP BETWEEN EMPLOYEES



INTERPRETATION:

From the above table it is clear that 16.6% of the respondents said that always, 22.7% of the respondents said that often, 25.8% of the respondents said that sometimes, 12.9% of the respondents said that never and 22.1% of the respondents said that rare towards controls relationship between employees.

Thus the majority of the respondents said that sometimes towards controls relationship between employees.

TABLE NO: 4.1.18

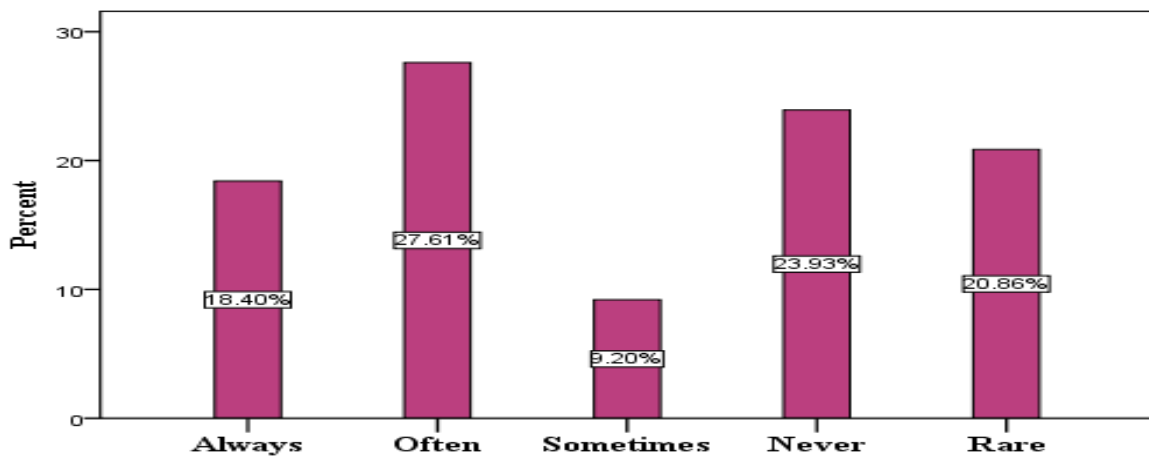
CULTURE CONTROLS LABOUR UNION ACTIVITIES

		Frequency	Percent	Valid Percent
Valid	Always	30	18.4	18.4
	Often	45	27.6	27.6
	Sometimes	15	9.2	9.2
	Never	39	23.9	23.9
	Rare	34	20.9	20.9
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.18

CULTURE CONTROLS LABOUR UNION ACTIVITIES



INTERPRETATION:

From the above table it is clear that 18.4% of the respondents said that always, 27.6% of the respondents said that often, 9.2% of the respondents said that sometimes, 23.9% of the respondents said that never and 20.9% of the respondents said that rare towards controls labour union activities.

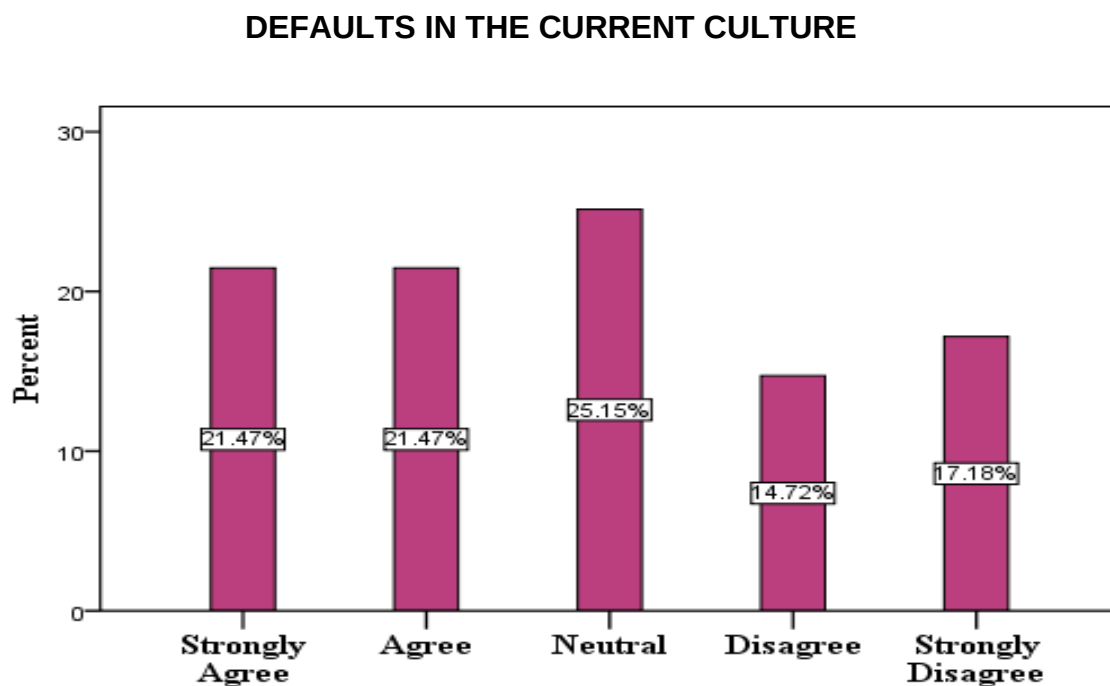
Thus the majority of the respondents said that often towards controls labour union activities.

TABLE NO: 4.1.19

DEFAULTS IN THE CURRENT CULTURE				
		Frequency	Percent	Valid Percent
Valid	Strongly Agree	35	21.5	21.5
	Agree	35	21.5	21.5
	Neutral	41	25.2	25.2
	Disagree	24	14.7	14.7
	Strongly Disagree	28	17.2	17.2
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.19



INTERPRETATION:

From the above table it is clear that 21.5% of the respondents are strongly agree, 21.5% of the respondents are agree, 25.2% of the respondents are neutral, 14.7% of the respondents are disagree and 17.2% of the respondents are strongly disagree towards criticism in the current culture.

Thus the majority of the respondents are neutral towards criticism in the current culture.

TABLE NO: 4.1.20

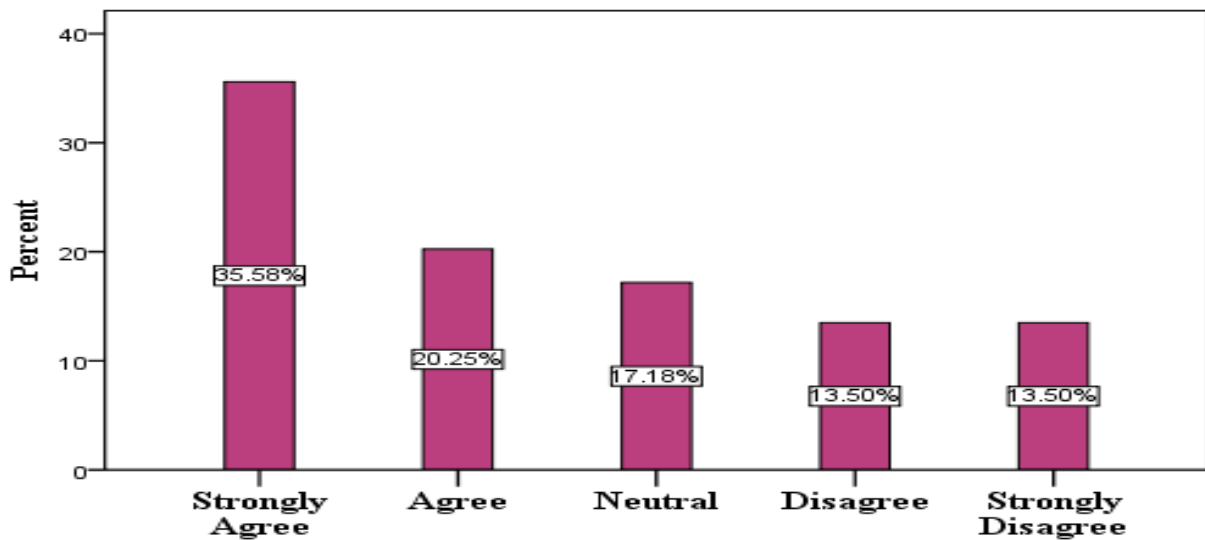
NEED CHANGES ON THE CURRENT CULTURE

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	58	35.6	35.6
	Agree	33	20.2	20.2
	Neutral	28	17.2	17.2
	Disagree	22	13.5	13.5
	Strongly Disagree	22	13.5	13.5
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.20

NEED CHANGES ON THE CURRENT CULTURE



INTERPRETATION:

From the above table it is clear that 35.6% of the respondents are strongly agree, 20.2% of the respondents are agree, 17.2% of the respondents are neutral, 13.5% of the respondents are disagree and 13.5% of the respondents are strongly disagree towards need changes on the current culture.

Thus the majority of the respondents are strongly agree towards need changes on the current culture.

TABLE NO: 4.1.21

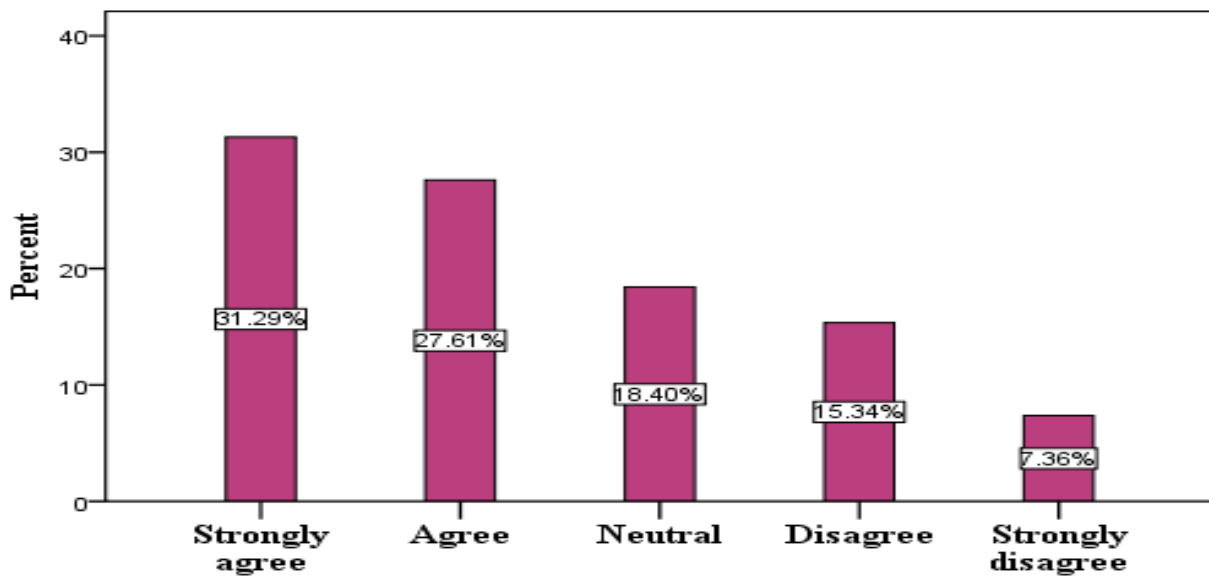
CURRENT CULTURE SUITABLE FOR THE ORGANISATION

		Frequency	Percent	Valid Percent
Valid	Strongly agree	51	31.3	31.3
	Agree	45	27.6	27.6
	Neutral	30	18.4	18.4
	Disagree	25	15.3	15.3
	Strongly disagree	12	7.4	7.4
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.21

CURRENT CULTURE SUITABLE FOR THE ORGANISATION



INTERPRETATION:

From the above table it is clear that 31.3% of the respondents are strongly agree, 27.6% of the respondents are agree, 18.4% of the respondents are neutral, 15.3% of the respondents are disagree and 7.4% of the respondents are strongly disagree towards current culture is only well suitable.

Thus the majority of the respondents are strongly agree towards current culture is only well suitable.

TABLE NO: 4.1.22

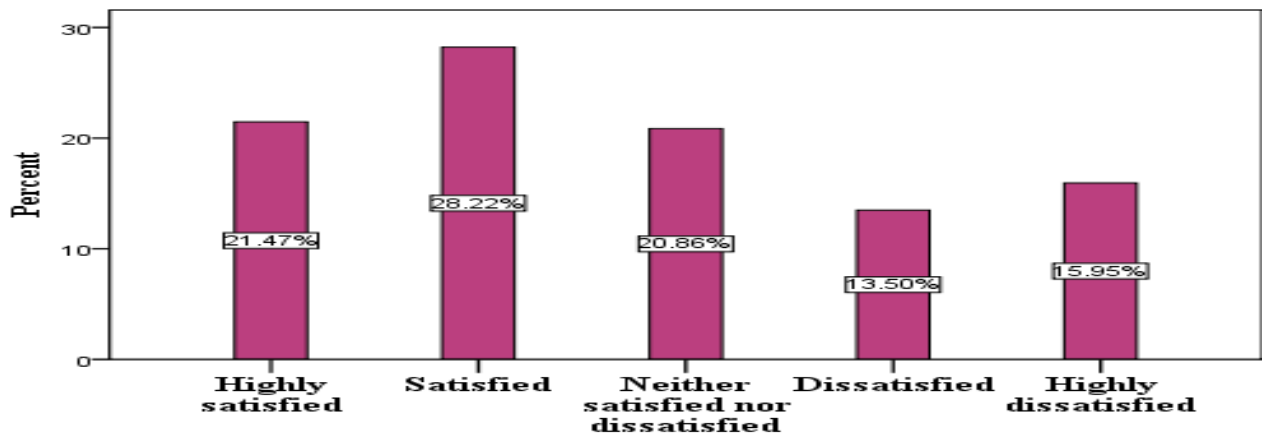
CULTURE DEVELOPS A GOOD EMPLOYEE AND EMPLOYER RELATIONSHIP

	Frequency	Percent	Valid Percent
Valid Highly satisfied	35	21.5	21.5
Satisfied	46	28.2	28.2
Neither satisfied nor dissatisfied	34	20.9	20.9
Dissatisfied	22	13.5	13.5
Highly dissatisfied	26	16.0	16.0
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.22

CULTURE DEVELOPS A GOOD EMPLOYEE AND EMPLOYER RELATIONSHIP



INTERPRETATION:

From the above table it is clear that 21.5% of the respondents are highly satisfied, 28.2% of the respondents are satisfied, 20.9% of the respondents are neither satisfied nor dissatisfied, 13.5% of the respondents are dissatisfied and 16.0% of the respondents are highly dissatisfied towards culture develops a good employee and employer relationship.

Thus the majority of the respondents are satisfied culture develops a good employee and employer relationship.

TABLE NO: 4.1.23

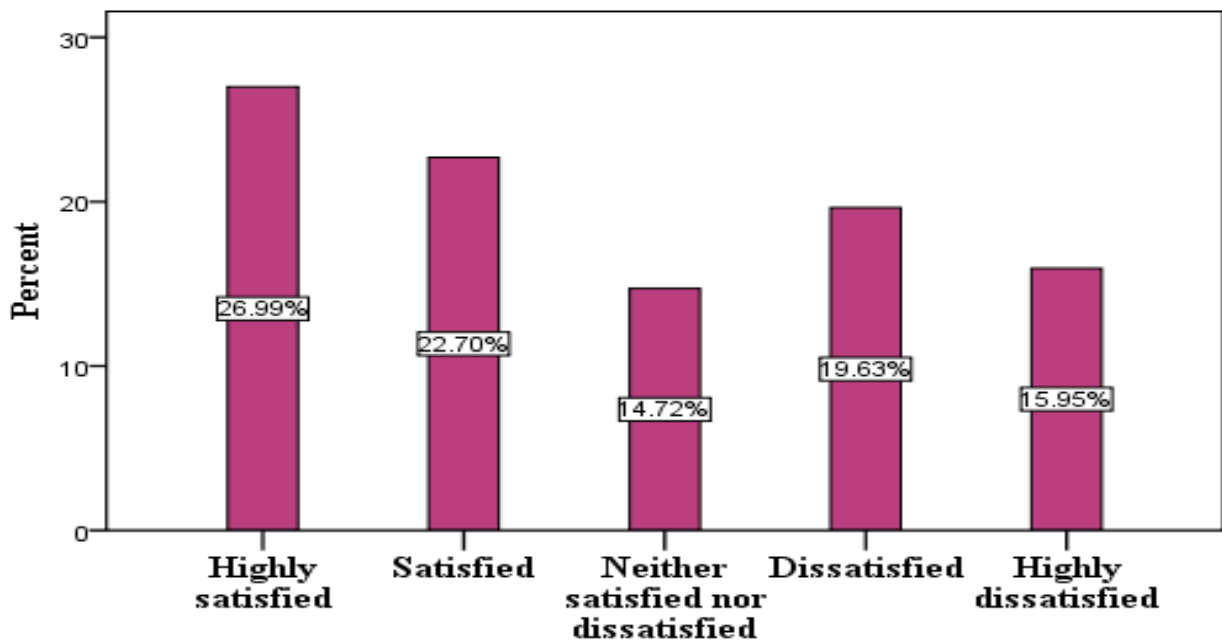
CULTURE TREATS ALL EMPLOYEES AS SAME

		Frequency	Percent	Valid Percent
Valid	Highly satisfied	44	27.0	27.0
	Satisfied	37	22.7	22.7
	Neither satisfied nor dissatisfied	24	14.7	14.7
	Dissatisfied	32	19.6	19.6
	Highly dissatisfied	26	16.0	16.0
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.23

CULTURE TREATS ALL EMPLOYEES AS SAME



INTERPRETATION:

From the above table it is clear that 27.0% of the respondents are highly satisfied, 22.7% of the respondents are satisfied, 14.7% of the respondents are neither satisfied nor dissatisfied, 19.6% of the respondents are dissatisfied and 16.0% of the respondents are highly dissatisfied towards culture treats all employees as same.

Thus the majority of the respondents are highly satisfied towards culture treats all employees as same.

TABLE NO: 4.1.24

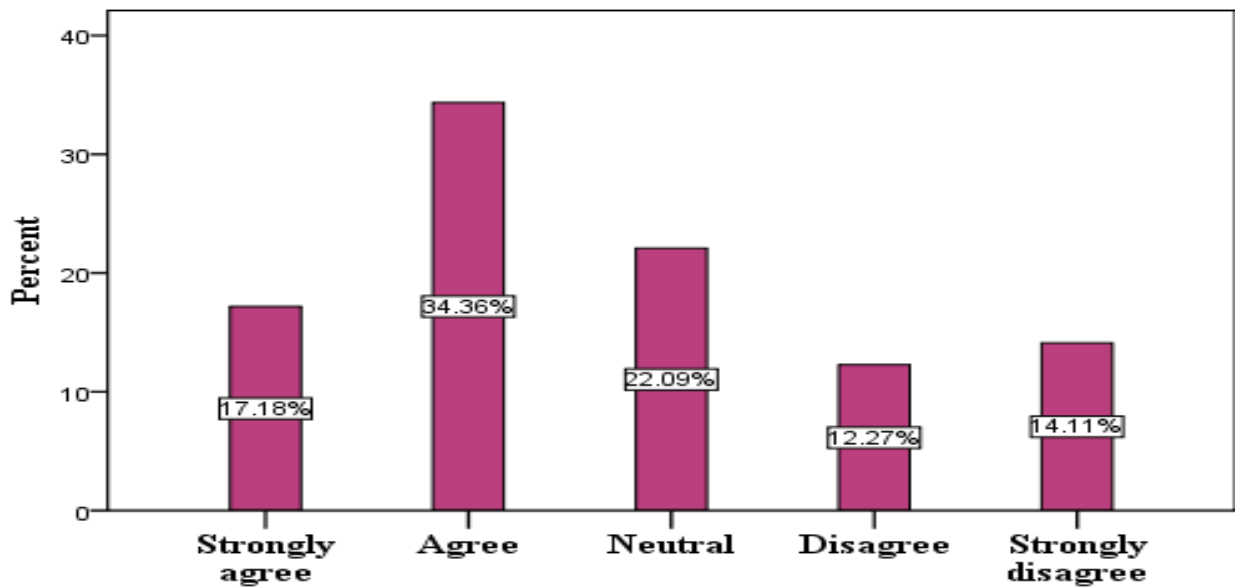
CULTURE CREATES CONFLICTS

		Frequency	Percent	Valid Percent
Valid	Strongly agree	28	17.2	17.2
	Agree	56	34.4	34.4
	Neutral	36	22.1	22.1
	Disagree	20	12.3	12.3
	Strongly disagree	23	14.1	14.1
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 4.1.24

CULTURE CREATES CONFLICTS



INTERPRETATION:

From the above table it is clear that 17.2% of the respondents are strongly agree, 34.4% of the respondents are agree, 22.1% of the respondents are neutral, 12.3% of the respondents are disagree and 14.1% of the respondents are strongly disagree towards culture creates conflicts in the relationship.

Thus the majority of the respondents are agree towards culture creates conflicts in the relationship.

4.2: CHI-SQUARE ANALYSIS

RELATIONSHIP BETWEEN EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND CULTURE LEADS TO IMPROVE THE PERFORMANCE OF COMPANY

Step1:

Null hypothesis (Ho):

There is no significance relationship between the educational qualification of the respondents and culture leads to improve the performance of company.

Alternative hypothesis (H1):

There is some significance relationship between the educational qualification of the respondents and culture leads to improve the performance of company.

Step 2:

Level of significance at 5%

Step 3:

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS * CULTURE LEADS TO IMPROVE THE PERFORMANCE OF COMPANY	163	100.0%	0	.0%	163	100.0%

Step 4:**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.585 ^a	12	.328
Likelihood Ratio	14.859	12	.249
Linear-by-Linear Association	2.162	1	.141
N of Valid Cases	163		

a. 6 cells (30.0%) have expected count less than 5. The minimum expected count is 1.35.

RESULT:

Pearson Chi-Square value is 13.585. The minimum expected count is 1.35. Hence we accept the null hypothesis at 5 % level of significance and conclude that, there is no significant difference between the educational qualification of the respondents and culture leads to improve the performance of company.

4.3: CORRELATION ANALYSIS

RELATIONSHIP BETWEEN YEARS OF EXPERIENCE OF THE RESPONDENTS AND CULTURE CREATES CONFLICTS

Null hypothesis (Ho):

There is positive significance relationship between years of experience of the respondents and culture creates conflicts.

Alternative hypothesis (H1):

There is negative significance relationship between years of experience of the respondents and culture creates conflicts.

Correlations

		YEARS OF EXPERIENCE OF THE RESPONDENT S	CULTURE CREATES CONFLICTS
YEARS OF EXPERIENCE OF THE RESPONDENTS	Pearson Correlation	1	.028
	Sig. (2-tailed)		.723
	N	163	163
CULTURE CREATES CONFLICTS	Pearson Correlation	.028	1
	Sig. (2-tailed)	.723	
	N	163	163

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

INFERENCE:

The above table depicts the relationship between years of experience of the respondents and culture creates conflicts. These two variables have some degree of correlation i.e. .028. So there is a positive relationship between years of experience of the respondents and culture creates conflicts.

CHAPTER V

FINDINGS,SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- 60% of respondents are male.
- 60% of the respondents are married.
- 33% of respondents belong to the age group of 41-50 years.
- 66% of the respondents are permanent employees.
- 39% of the respondents come under the PG category.
- 36% of the respondents are having below 5 years experience.
- 36.8% of respondents come under the income level of Rs.10, 001-20,000.
- 30.1% of the respondents are agree towards culture of the organization creates loyal and commitment.
- 35.6% of the respondents are agree towards culture teaches good behavior and moral things.
- 36.2% of the respondents are strongly agree towards culture of the organization really helps to develop the employees.
- 34.4% of the respondents are agree towards culture leads to improve the performance of this company.
- 33.7% of the respondents said that very likely towards culture of this organization makes a good working environment.
- 31.3% of the respondents said that very likely towards culture helps to work without stress.
- 25.2% of the respondents said that neutral towards culture creates innovative work environment.

- 31.3% of the respondents said that likely towards employees would recommend the company to work
- 32.5% of the respondents said that often towards culture controls their innovativeness and ability.
- 25.8% of the respondents said that sometimes towards controls relationship between employees.
- 27.6% of the respondents said that often towards controls labour union activities.
- 25.2% of the respondents are neutral towards criticism in the current culture.
- 35.6% of the respondents are strongly agree towards need changes on the current culture.
- 31.3% of the respondents are strongly agree towards current culture is only well suitable.
- 28.2% of the respondents are satisfied culture develops a good employee and employer relationship.
- 27.0% of the respondents are highly satisfied towards culture treats all employees as same.
- 34.4% of the respondents are agree towards culture creates conflicts in the relationship.
- There is no significance difference between the educational qualification of the respondents and culture leads to improve the performance of company.
- There is a positive relationship between years of experience of the respondents and culture creates conflicts.

5.2 SUGGESTIONS

- There must be satisfactory organizational culture in the organization.
- The organization culture must ensure loyal and commitment towards the employees.
- The organizational culture must teach good behaviours and moral things to the employees.
- The culture must ensure to improve the performance of the company in the better way.
- The organizational culture must makes good working environment.
- The prevailing culture must enable the employees with stress free work.
- It must provide innovative and creative work environment in the organization.
- The current culture must recommend the employees to refer others to work in the company.
- The culture of the organization must controls innovativeness and ability of hard work among the employees.
- It should control and increase the relationship among employees to bring unity in the organization.
- The organizational culture must controls labour union activities of the concern.
- The organization must get feedback from the employees frequently about the prevailing culture
- It must develop good employer and employee relationship in the concern.
- The culture should not show bias among the employees in the concern.
- The company must engage qualified employees in the work place in order to improve the culture among the employees. This will lead to employees performance and turn into organizational performance.
- The company must offer fair salary package for the employees. The fair pay will lead to satisfied employees in the concern to refer the company to others.

5.3 LIMITATIONS OF THE STUDY

- Some of the respondents were hesitated to express their opinion about organization culture measures due to fear of management.
- Period of study is too short and hence it is a major limitation.
- The survey is based on the opinion of the employees, which may be biased.
- The study was restricted to Kaleesuwari Refinery Private Limited., Chennai only. This could have given rise to a unique perception of the culture.

5.4 CONCLUSION

In generally asses the organizational culture is used to identify barriers and leverage points to enhance performance, assess commitment to company vision, mission, and values, gain insight into employees engagement, determine alignment of talent with business goals, measure effectiveness of organizational/leadership changes, prioritize issues and focus resources, establish baseline to measure progress and etc. Like that asses the organizational culture in Kaleesuwari Refinery Private Limited., Chennai will really help to the company in many ways such that hire the new employees retained the existing one and etc. Through the study culture of an organization is very much needed to develop the employees as well as the company. So every organization has to be very careful while making the culture and transferring it to their employees. After transferring the culture it also has to be very careful to maintain it. The employees are maintaining good culture in the organization. So its performance has maintained as best.

BIBLIOGRAPHY

REFERENCE BOOKS

1. Stephen P.Robbins., Organizational Behavior, Pearson Education Inc., Ninth Edition.
2. David A.Decenzo & Stephen P.Robbins., Human Resources Management, John Wiley & Sons Inc, Seventh Edition, 2003.
3. Kothari C.R., Research Methodology, Wishwa Prakashan, New Delhi, 1985(Reprint 2003).
4. D. Aaker, V. Kumar, and G. Day - Marketing Research, Singapore, John Wiley & Sons (ASIA) Pte Ltd, Seventh Edition, 2003.
5. Gilbert A. Churchill, Jr., Marketing Research Methodological Foundations, USA, The Dryden Press, Fifth Edition, 1991.
6. Richard .I. Levin, David S. Rubin, Statistics for Management, USA, Prentice-Hall, Inc, Seventh Edition, 2002.

REFERENCE JOURNALS

1. **Amjad Ali, Bhaswati Patnaik (2018), “Organizational Culture: A Study On Managers Of Private And Public Undertakings”, IJMRR, September 2018, Volume -4, Issue- 9, page no. 861-871.**
2. **Ebru Yıldız (2018), “A Study on the Relationship between Organizational Culture and**
3. **Organizational Performance and a Model Suggestion”, IJRBS, Volume-3, Issue-4, 2018, ISSN: 2147-4478, page no.52-67.**
4. **S. Valentine Usha Kalaichelvi, Dr. Auxilia Antony, Dr. A. Nelson Vimalanathan (2018), “A Study On Organizational Culture”, International Journal of Research Granthaalayah,Volume-5,Issue-2,August 2018, page no.91-97.**
5. **Dr. S. R. Varma, Mr. Nishant Saxena (2018), “ A Study of Organizational Culture in Public Verses Private Sector with Special Reference to Chhattisgarh State”, III Annual International Conference on Global Turbulence: Challenges & Opportunities, Volume -2,Issue-1,2018, page no.278-284.**

6. Yafang Tsai (2018), "Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction", Tsai BMC Health Services Research, 2018, Volume-14, Issue-2, page no. 98-105.
7. Zahoor Ahmad Parray, Shabir A. Bhat (2018), "Organizational cultural and Job satisfaction - A study of health care industry", The Business Review, Volume-22, Issue-1, Jan-June 2018, page no.56-62.
8. Hardiyono, Nurdjanah Hamid, Ria Mardiana Y (2019), "The Effect Of Work Environment And Organizational Culture On Employees' Performance Through Job Satisfaction As Intervening Variable At State Electricity Company (Pln) Of South Makassar Area", Advances in Economics, Business and Management Research, Volume-40, Issue-2, Page no.86-94.
9. Yessy Yovina Vanesa, Rahim Matondang(2019), " The Influence Of Organizational Culture, Work Environment And Work Motivation On Employee Discipline In PT Jasa Marga (Persero) TBK, Medan Branch, North Sumatra, Indonesia",2019, Volume-2, Issue-5 , Page no.37-45.
10. Khuzaeni, MS.Idrus, Djumahir, Solimun (2019), "The Influence of Work Culture, Work Stress to the Job Satisfaction and Employees Performance in the State Treasury Service Office in Jakarta, Indonesia", IOSR Journal of Business and Management (IOSR-JBM), Volume 9, Issue 2, Page no.49-54.
11. Laura Ficarra, Michael J. Rubino (2019), "Does Organizational Culture Affect Employee Happiness", Journal for Leadership and Instruction, 2019, Volume-5, Issue-2, Page no-38-45.
12. Prayoga Langgeng Basuki, Zulvia Khalid (2019), "The Influence of Organizational Culture and Working Environment on Employee Performance at PT. Pusaka Ayu Bahari", International Journal of Enterprise Computing and Business Systems, Volume-1, Issue-1, Page no.212-219.
13. Edi Sujarwo (2019), "The Effect Of Organizational Culture And Environmental Work On Employee Performance Through Organization Commitment Pt.Ciwangi Berlian Motor", International Journal of Business and Applied Social Science (IJBASS), Volume-4, Issue-5, Page no.46-51.

14. Prakash Kumar Gautam (2020), "Work-Culture for Employee Work-Behaviour : Mediating Role of Satisfaction", *PYC Nepal Journal of Management*, August 2020, Volume-13, Issue- 1, Page no.17-32.
15. Jon Effendi (2020), "The Impact of Organizational Culture and Work Environment on Employee Performance Through Leadership in Corporate Security Unit of PT Garuda Indonesia (Persero) Tbk", *International Journal of Economics, Management, Business and Social Science (IJEMBIS) Peer Reviewed – International Journal*, January 2020, Volume-1, Issue-1, Page no.1-21.
16. Denis Ushakov, Khodor Shatila(2020), " The Impact of Workplace Culture on Employee Retention: An Empirical Study from Lebanon", *Journal of Asian Finance, Economics and Business*, 2020, Volume-8, Issue-12, Page no. 541–551.
17. A Mahendra, Ronnie Togar Mulia Sirait, Brema Oktavianta Sitepu (2020), "Effect Of Organizational Culture And Work Environment On Employee Performance Of PT.Nafasindo Medan", *Journal of Mantik*, 2020, Volume-6, Issue-, Page no. 195-201.
18. Isyana Emita, Syamsudin, Irwin Sukrisno Sugeng (2020), "The Influence Of Organizational Culture And Work Environment On Employee Performance At Pt Pos (Persero) Post Office Bekasi 17000", *Journal Of Industrial Engineering & Management Research*, February 2020, Volume-2, Issue- 1, Page no.83-91.
19. Suharno Pawirosumarto, Purwanto Katijan Sarjana (2021), "The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia", *International Journal of Law and Management*, 2020, Volume-59, Issue-6, Page no.1336-1342.
20. Akpa, Victoria O, Asikhia, Olalekan U(2021), "Organizational Culture and Organizational Performance: A Review of Literature", *International Journal of Advances in Engineering and Management (IJAEM)*, Volume-3, Issue- 1, Jan-Feb 2021, Page no. 361-372.
21. Barbara Kielbasa (2021), "The Role Of Organizational Culture In The Performance Of Chosen Companies", *Scientific Quarterly Journal*, 2021, Volume-1, Issue-2, Page no.17-25.

22. **Tewodros Bayeh Tedla (2021), “The Impact of Organizational Culture on Corporate Performance”, Walden Dissertations and Doctoral Studies, 2021, Volume-2, Issue-4, Page no-453-458.**
23. **Ivy Lau Chien Jie, Rahmat Aidil Djubair (2021), “Impact of Organizational Culture on Employees’ Performance: A Study in Multinational Corporations in Sarawak”, International Journal of Business and Technopreneurship, Volume-10, Issue- 2, June 2021, Page no.133-152.**
24. **Mochamad Albert Nurcahy, Rhian Indradewa (2021), “Influence of Organizational Culture, Work Environment, and Work Motivation on Employee Performance”, Budapest International Research and Critics Institute-Journal (BIRCI-Journal), Volume-5, Issue- 3, August 2021, Page no. 25521-2553.**
25. **Dr.Mustafa Ozyeşil , Dr.Esin Benhur Akturk (2021), “Impact Of Working Environment On Job Satisfaction”, Journal of Positive School Psychology, 2022, Vol7ume- 6, Issue- 6, Page no.3496-3505.**
26. **Younhyung Shin (2022), “The Impact of Organizational Culture on Employee Communication Satisfaction”, East Asian Journal of Business Economics, Volume-10, Issue-1, page no.23-34.**
27. **Panagiota Xanthopoulou , Alexandros Sahinidis , Zorzeta Bakaki (2022), “The Impact of Strong Cultures on Organisational Performance in Public Organisations: The Case of the Greek Public Administration”, Social Sciences, Volume-11, Issue -1 , 2022, page no.2-15.**
28. **Rita Aryani, Widodo Widodo (2022), “The Determinant of Organizational Culture and Its Impact on Organization: A Conceptual Framework” International Journal of Higher Education, Volume- 9, Issue- 3; 2022, Page no.64-69.**

REFERENCE WEBSITES

1. www.ukessays.com
2. www.kaalesuwarirefinery.in
3. www.refineryoilindustry.com
4. <https://core.ac.uk/>
5. <http://uir.unisa.ac.za/>

QUESTIONNAIRE

A STUDY ON THE ORGANIZATIONAL CULTURE IN KALEESUWARI REFINERY PRIVATE LIMITED., CHENNAI

1. Name : _____.

2. Gender :

a) Male () b) Female ()

3. Marital Status :

a) Married () b) Unmarried ()

4. Age :

a) 20 - 30 () b) 31 to 40 ()

c) 41 to 50 () d) Above 50 ()

5. Employee Status :

a) Permanent () b) Temporary ()

6. Educational Qualification

a) Diploma () b) UG () c) PG ()

d) Others ()

7. Years of Experience:

a) < 5 years () b) 5 to 10 ()

c) 11 to 15 () d) >15 years ()

8. Monthly Income

a) Below Rs.10000 () b) Rs.10001-20000 ()

c) Rs20001-30000 () d) Above Rs.30000 ()

9. How do you agree that culture of the organization makes you as a loyal & commitment?

a) Strongly Agree b) Agree c) Neutral d) Disagree

e) Strongly disagree

10. How do you agree that the culture teaches good behaviors and moral things to you?

- a) Strongly Agree b) Agree c) Neutral d) Disagree
- e) Strongly disagree

11. What is your statement towards culture of this organizational really helps to develop you?

- a) Strongly Agree b) Agree c) Neutral d) Disagree
- e) Strongly disagree

12. What is your statement towards culture leads to improve the performance of this company in better way?

- a) Strongly Agree b) Agree c) Neutral d) Disagree
- e) Strongly disagree

13. How do you say that culture of this organization makes a good working environment for the employees?

- a) Very Likely b) Likely c) Neutral d) Unlikely
- e) Very Unlikely

14. How do you say that this culture helps you to work without stress in the working environment?

- a) Very Likely b) Likely c) Neutral d) Unlikely
- e) Very Unlikely

15. How do you say that this culture creates innovative work environment?

- a) Very Likely b) Likely c) Neutral d) Unlikely
- e) Very Unlikely

16. How do you say that you would recommend the company to work because of the culture of this organization?

- a) Very Likely b) Likely c) Neutral d) Unlikely
- e) Very Unlikely

17. How do you say that culture controls your innovativeness and ability of hard work?

- a) Always b) Often c) Sometimes d) Never
- e) Rare

18. How do you say that culture controls relationship between employees in the organization?

- a) Always b) Often c) Sometimes d) Never
- e) Rare

19. How do you say that culture controls labour union activities?

- a) Always b) Often c) Sometimes d) Never
- e) Rare

20. How do you agree that there is some defaults/criticism in the current culture?

- a) Strongly Agree b) Agree c) Neutral d) Disagree
- e) Strongly disagree

21. What is your statement towards there is need changes on the current culture of this organization?

- a) Strongly Agree b) Agree c) Neutral d) Disagree
- e) Strongly disagree

22. How do you say that current culture is only well suitable for the organization?

- a) Strongly Agree b) Agree c) Neutral d) Disagree
- e) Strongly disagree

23. What is your level of satisfaction in the prevailing culture develops a good employee and employer relationship in the organization?

- a) Highly satisfied b) Satisfied c) Neither satisfied nor dissatisfied
- d) Dissatisfied e) Highly dissatisfied

24. What is your level of satisfaction in prevailing organizational culture treats all employees as same?

- a) Highly satisfied b) Satisfied c) Neither satisfied nor dissatisfied
- d) Dissatisfied e) Highly dissatisfied

25. What is your statement towards the organizational culture creates conflicts in the relationship among the employees?

- a) Strongly Agree b) Agree c) Neutral d) Disagree
- e) Strongly disagree

26. Suggestions

ANNEXURE II – RESEARCH ARTICLE

A STUDY ON ORGANIZATIONAL CULTURE

¹Mr.Jerinroy S AND ² DR.T.Sheeba

¹Student, School Of Business Administration,

²Assistant Professor, School Of Business Administration,

Sathyabama Institute Of Science & Technology, Chennai, Tamil Nadu, India.

ABSTRACT

Organizational culture represents a company`s common beliefs and concepts that create the social and psychological environment of an organization. In the contemporary business environment, the company culture often contributes to its success, as it is unique and it cannot be transferred to competitors. The study was conducted in Kaleesuwari Refinery Private Limited. The data for the research was obtained from respondents who were mainly staffs of Kaleesuwari Refinery Private Limited. From the findings, it was observed that majority of the respondents` agree that organizational culture does have an impact on performance and satisfaction levels of employees. It was also discovered that the type of organizational culture practiced in an organization can also determine the level of employee performance and job satisfaction. An organization that practices either a clan or support culture tends to experience high performance and satisfaction levels; this type of culture encourages employees to be innovative and also supports socialization and teamwork. Through the study culture of an organization is very much needed to develop the employees as well as the company.

I.INTRODUCTION

Organizational culture, also known as corporate culture, is a strategic intangible scheme that incorporates basic assumptions and values which define the behavior, operation, and activities of an organization. In other words, it`s the general attitude, mood, and motivation, or lack thereof, of the people in the company. Organizational culture represents an company`s common beliefs and concepts that create the social and psychological environment of an organization. In the contemporary business environment, the company culture often contributes to its

success, as it is unique and it cannot be transferred to competitors. It can also contribute to its failure. Based on corporate culture, members know how they should perform their jobs, behave, and dress. Furthermore, culture dictates the freedom of participation in the managerial decision-making. A strong culture has a strong influence on organizational members and creates committed employees by instilling clear cultural values and beliefs. A weak culture can breed apathy, resentment, and unproductive workers.

II. REVIEW OF LITERATURE

- **Hellriegel and Slocum (2017)**, organizational culture can enhance performance in a large scale. According to them, the culture of an organization allows the employees to be acquainted with both the firm's history as well as current methods of operation and this specific direction endows the employees with guidance about expected and accepted future organizational behaviours and norms.
- **Fakhar, S., et al (2018)** Research shows that organizational culture influences productivity, effectiveness, performance, and job satisfaction. Organizational culture has been identified as an important aspect of organizational behavior and it is useful in elucidating how organizations function. Organizational psychologist, Edgar Schein (1996), suggested: A culture is a set of basic tacit assumptions about how the world is and ought to be that a group of people share and that determines their perceptions, thoughts, feelings, and to some degree, their overt behavior. Scholars of organizational behavior have studied and identified some relationship between organizational culture and employee performance.
- **Alfred Stephen (2020)** Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. The rules and traditions of the culture have a great importance in any organization and have a great impact and significant impact on the employee and the organization at large. Culture in any organization is defined by shared beliefs and values among all members of that organization. These shared beliefs, values, morals, symbols and behavior guide employees in decision making at unconscious levels. The importance of corporate culture is emphasized by Peters and Waterman (1999, p.808), who state that, "Without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies or organizations".

- **Cui, X. M (2021)** defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In the last decade, it has been used by some organizational researchers and managers to indicate the climate and practices that organizations develop around their handling of people or to refer to the espoused values and credo of an organization.
- **Robbins (2022)** quotes the story of the Ford Motor Company. When Henry Ford II was the chairman, he continuously reminded his executives, when they got too arrogant, that, it's my name on that building. The message was clear: It was Henry Ford II that ran the company. Robbins believes that culture is learned by employees who listen to other employees or managers who relate stories about how earlier managers, or even founders of companies, treated their customers, or how they handled tricky situations that arise in the company. Stories such as these circulate through many organizations, consequently transmitting the culture from year to year.

III.OBJECTIVES OF THE STUDY

- **PRIMARY OBJECTIVE**
 - To study on organizational culture in Kaleesuwari Refinery Private Limited., Chennai.
- **SECONDARY OBJECTIVES**
 - To analyse the present culture of the organization.
 - To understand the work culture and work environment in the company
 - To evaluate the impact of organizational culture in control the employees
 - To assess the impact of organizational culture on employees relationship
 - To obtain the suggestions from the respondents to improve the organizational culture in the company.

IV. RESEARCH METHODOLOGY

- **RESEARCH DESIGN**

This research study is descriptive in nature. Descriptive research studies are those studied which concerned with describing the characteristics of a particular individual

or of a group. The studies concerned with specific predictions, with narration of facts and characteristics concerned individual group or situation. Descriptive research seeks to determine the answers to who, what, when, where and how questions.

- **POPULATION**

A complete group of people in a universe. Here entire employees of Kaleesuwari Refinery Private Limited., Chennai are nearly 575.

- **SAMPLING SIZE**

There are more than 575 employees working in various shifts in the organization. So the data's are collected from 163 various shifts employees. That means the sample size is 163.

- **RESEARCH HYPOTHESIS**

- **Null hypothesis (Ho):**There is no significance relationship between the educational qualification of the respondents and culture leads to improve the performance of company.
- **Alternative hypothesis (H1):**There is some significance relationship between the educational qualification of the respondents and culture leads to improve the performance of company.
- **Null hypothesis (Ho):**There is positive significance relationship between years of experience of the respondents and culture creates conflicts.
- **Alternative hypothesis (H1):**There is negative significance relationship between years of experience of the respondents and culture creates conflicts.

- **LIMITATIONS OF THE STUDY**

- Some of the respondents were hesitated to express their opinion about organization culture measures due to fear of management.
- Period of study is too short and hence it is a major limitation.
- The survey is based on the opinion of the employees, which may be biased.

V. DATA ANALYSIS AND INTERPRETATIONS

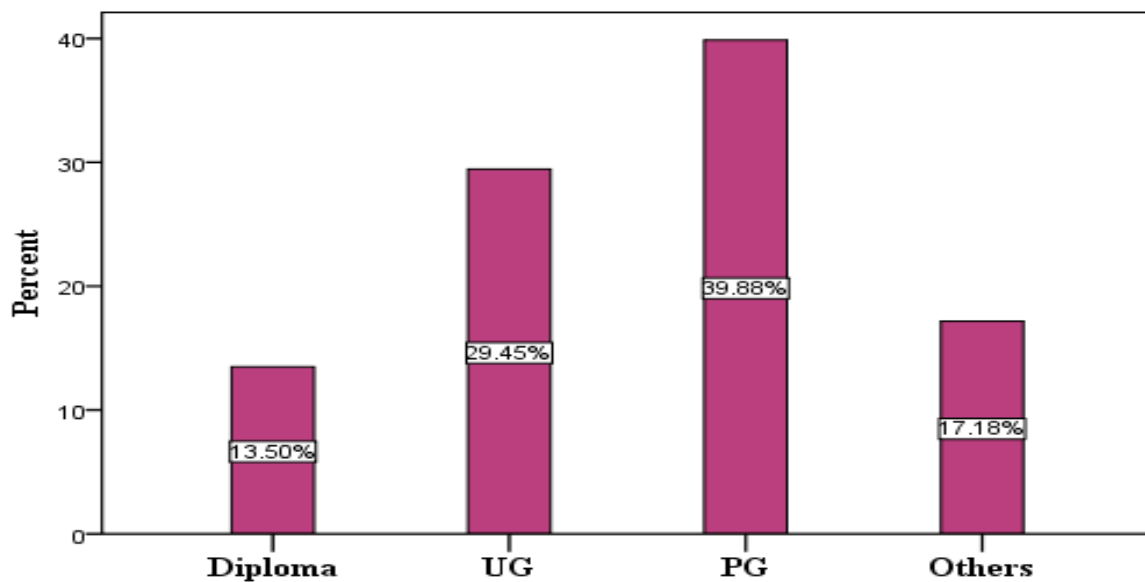
A. EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

TABLE:1

	Frequency	Percent	Valid Percent
Diploma	22	13.5	13.5
UG	48	29.4	29.4
PG	65	39.9	39.9
Others	28	17.2	17.2
Total	163	100.0	100.0

Source: Primary data

CHART:1



INTERPRETATION:

Thus the majority of the respondents come under the PG education (39%) .

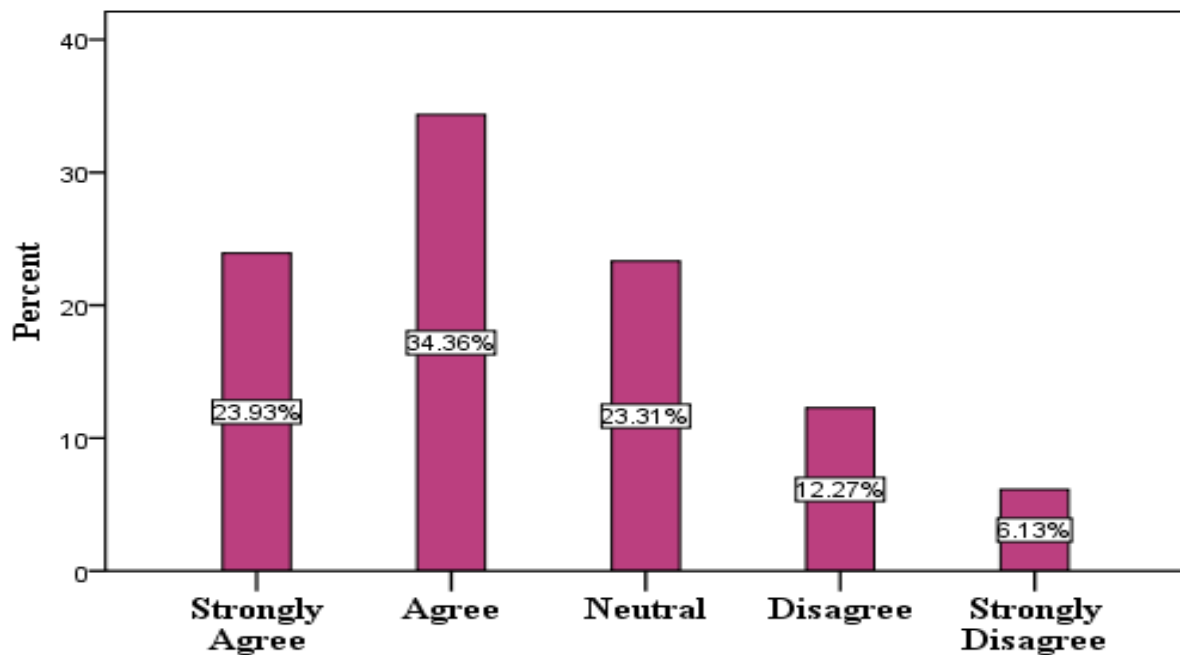
B. CULTURE LEADS TO IMPROVE THE PERFORMANCE OF COMPANY

TABLE:2

	Frequency	Percent	Valid Percent
Valid Strongly Agree	39	23.9	23.9
Agree	56	34.4	34.4
Neutral	38	23.3	23.3
Disagree	20	12.3	12.3
Strongly Disagree	10	6.1	6.1
Total	163	100.0	100.0

Source: Primary data

CHART:2



INTERPRETATION:

Thus the majority of the respondents (34%) gave agree as their culture leads to improve the performance of company.

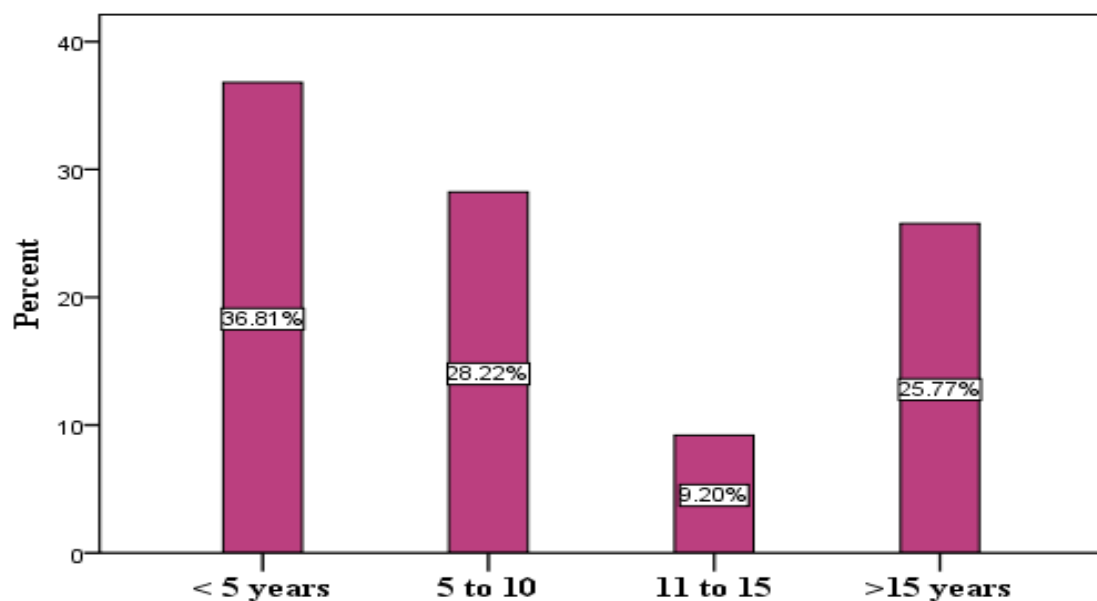
C. YEARS OF EXPERIENCE OF THE RESPONDENTS

TABLE :3

		Frequency	Percent	Valid Percent
Valid	< 5 years	60	36.8	36.8
	5 to 10	46	28.2	28.2
	11 to 15	15	9.2	9.2
	>15 years	42	25.8	25.8
	Total	163	100.0	100.0

Source: Primary data

CHART NO: 3



INTERPRETATION:

Above table shows that 36.8% of the respondents are having below 5 year experience, 28.2% of the respondents are having 5-10 years experience, 9.2% of the respondents are having 11-15 years experience and 25.8% of the respondents are having above 15 years experience.

Thus the majority of the respondents are having below 5 experiences.

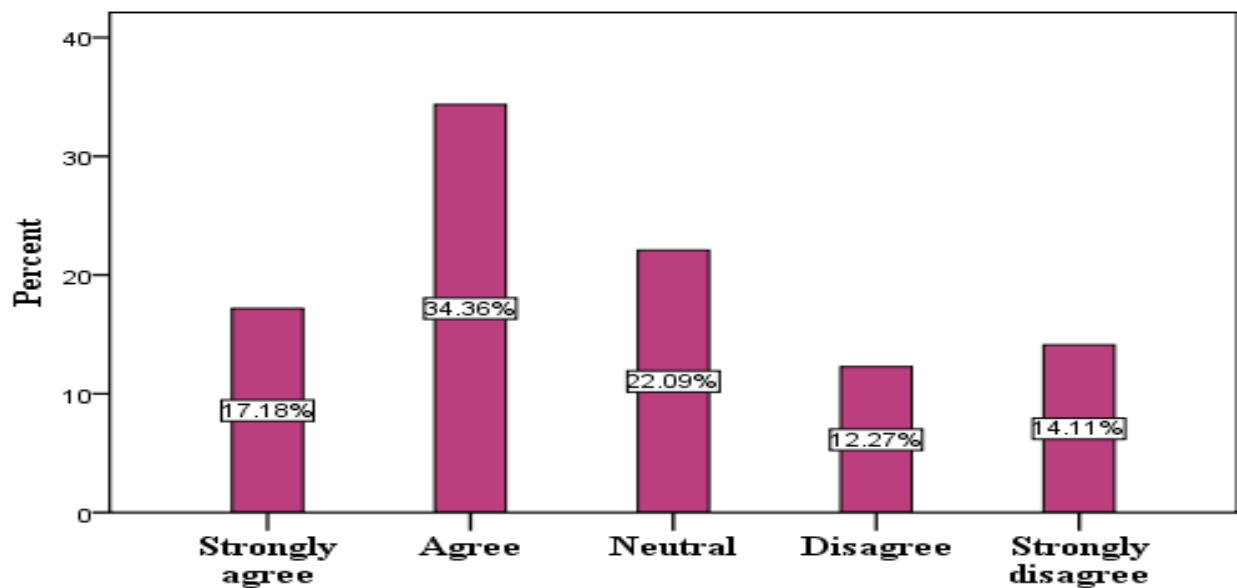
D. CULTURE CREATES CONFLICTS

TABLE :4

	Frequency	Percent	Valid Percent
Valid Strongly agree	28	17.2	17.2
Agree	56	34.4	34.4
Neutral	36	22.1	22.1
Disagree	20	12.3	12.3
Strongly disagree	23	14.1	14.1
Total	163	100.0	100.0

Source: Primary data

CHART NO: 4



INTERPRETATION:

From the above table it is clear that 17.2% of the respondents are strongly agree, 34.4% of the respondents are agree, 22.1% of the respondents are neutral, 12.3% of the respondents are disagree and 14.1% of the respondents are strongly disagree towards culture creates conflicts in the relationship.

Thus the majority of the respondents are agree towards culture creates conflicts in the relationship.

E. CHI-SQUARE:

Null hypothesis (Ho):

- There is no significance relationship between the educational qualification of the respondents and culture leads to improve the performance of company.

Alternative hypothesis (H1):

- There is some significance relationship between the educational qualification of the respondents and culture leads to improve the performance of company.

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.585 ^a	12	.328
Likelihood Ratio	14.859	12	.249
Linear-by-Linear Association	2.162	1	.141
N of Valid Cases	163		
a. 6 cells (30.0%) have expected count less than 5. The minimum expected count is 1.35.			

RESULT:

Pearson Chi-Square value is 13.585. The minimum expected count is 1.35. Hence we accept the null hypothesis at 5 % level of significance and conclude that, there is no significant difference between the educational qualification of the respondents and culture leads to improve the performance of company.

F. CORRELATION ANALYSIS

Null hypothesis (Ho):

There is positive significance relationship between years of experience of the respondents and culture creates conflicts.

Alternative hypothesis (H1):

There is negative significance relationship between years of experience of the respondents and culture creates conflicts.

Correlations

		YEARS OF EXPERIENCE OF THE RESPONDENTS	CULTURE CREATES CONFLICTS
YEARS OF EXPERIENCE OF THE RESPONDENTS	Pearson Correlation	1	.028
	Sig. (2-tailed)		.723
	N	163	163
CULTURE CREATES CONFLICTS	Pearson Correlation	.028	1
	Sig. (2-tailed)	.723	
	N	163	163

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

INFERENCE:

The above table depicts the relationship between years of experience of the respondents and culture creates conflicts. These two variables have some degree of correlation i.e. .028. So there is a positive relationship between years of experience of the respondents and culture creates conflicts.

VI. SUGGESTIONS

- The organizational culture must makes good working environment.
- The prevailing culture must enable the employees with stress free work
- The culture of the organization must controls innovativeness and ability of hard work among the employees.
- It should control and increase the relationship among employees to bring unity in the organization.
- The organizational culture must controls labour union activities of the concern.
- The company must engage qualified employees in the work place in order to improve the culture among the employees. This will lead to employees performance and turn into organizational performance.

VII. CONCLUSION

In generally asses the organizational culture is used to identify barriers and leverage points to enhance performance, assess commitment to company vision, mission, and values, gain insight into employees engagement, determine alignment of talent with business goals, measure effectiveness of organizational/leadership changes, prioritize issues and focus resources, establish baseline to measure progress and etc. Like that asses the organizational culture in Kaleesuwari Refinery Private Limited., Chennai will really help to the company in many ways such that hire the new employees retained the existing one and etc. Through the study culture of an organization is very much needed to develop the employees as well as the company. So every organization has to be very careful while making the culture and transferring it to their employees. After transferring the culture it also has to be very careful to maintain it. The employees are maintaining good culture in the organization. So its performance has maintained as best.

VIII. REFERENCE

A. REFERENCE BOOKS

7. Stephen P.Robbins., Organizational Behavior, Pearson Education Inc., Ninth Edition.
8. David A.Decenzo & Stephen P.Robbins., Human Resources Management, John Wiley & Sons Inc, Seventh Edition, 2003.

9. Kothari C.R., Research Methodology, Wishwa Prakashan, New Delhi, 1985(Reprint 2003).
10. D. Aaker, V. Kumar, and G. Day - Marketing Research, Singapore, John Wiley & Sons (ASIA) Pte Ltd, Seventh Edition, 2003.
11. Gilbert A. Churchill, Jr., Marketing Research Methodological Foundations, USA, The Dryden Press, Fifth Edition, 1991.
12. Richard .I. Levin, David S. Rubin, Statistics for Management, USA, Prentice-Hall, Inc, Seventh Edition, 2002.

B. REFERENCE JOURNALS

1. Alhabri, M. A., et al.(2015).Impact of organizational culture on employee performance.International Review of Management and Business Research,2(1), 168-172.
2. Cui, X. M. (2016). A literature review on organizational culture and corporate performance. International Journal of Business Administration, 3(2), 28-33
3. Dimitrios, B. (2017). organizational culture and job satisfaction. Journal of International
4. Fakhar, S., et al (2018). Impact of organizational culture on employee job performance. Journal of Business Studies Quarterly, 5(2), 56-58.

C. REFERENCE WEBSITES

6. www.ukessays.com
7. www.kaalesuwarirefinery.in
8. www.refineryoilindustry.com
9. <https://core.ac.uk/>
10. <http://uir.unisa.ac.za/>