

**A STUDY ON ORGANIZATIONAL CULTURE AND ITS IMPACT ON
EMPLOYEE BEHAVIOUR IN SAKTHI FERRO ALLOYS (INDIA)
PRIVATE LIMITED,CHENNAI**

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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Register No: 41410251



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



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **RESHMA ANI W (41410251)** who carried out the project entitled "**A STUDY ON ORGANIZATIONAL CULTURE AND ITS IMPACT ON EMPLOYEE BEHAVIOUR IN SAKTHI FERRO ALLOYS (INDIA) PRIVATE LIMITED, CHENNAI**" under my supervision from January 2023 to March 2023.

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We wish all success in her future.

For **SAKTHI FERRO ALLOYS INDIA PVT LTD.,**

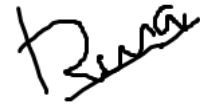
Authorised Signatory

DECLARATION

I **RESHMA ANI W (41410251)** hereby declare that the Project Report entitled **“ASTUDY ON ORGANIZATIONAL CULTURE AND ITS IMPACT ON EMPLOYEE BEHAVIOUR IN SAKTHI FERRO ALLOYS (INDIA) PRIVATE LIMITED,CHENNAI ”** done by me under the guidance of **Dr. M.JOHN BRITTO** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:06.05.2023

PLACE: CHENNAI



RESHMA ANI W

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ABSTRACT

The main objective of the study is to find the overall performance of the employees. The research design used in this study is descriptive research design. Data from 135 people were collected as population study. Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees' point-of-view and also to assess their behaviours with respect to that of the existing culture. The culture of an organization consists of the values and beliefs of the people in an organization. The organizational culture usually has values and beliefs that support the organizational goals. Organizational culture has an impact on employee's satisfaction.

Organisational culture involves various beliefs and norms within an organisation. These have a definite impact on employee performance. Furthermore, it has also been seen that organizational culture affects the productivity as well as profitability of the employees. This overall influences their performance level that augments the productivity. Furthermore, it has also been seen that organisational culture affects the employee's behavior. Furthermore, these employees were selected randomly from various organizations like retail as well as telecommunication industry in order to understand the impact of this organisational culture. Furthermore, the researcher has used 5% significance level in order to understand this organisational culture. Moreover, the value of X^2 is not significant at $p < 0.05$ and the null hypothesis is rejected. The researcher accepts the alternative hypothesis in this research study. Therefore, it can be said that organisational culture has a definite impact on employee behaviour and their rate of performance.

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LIST OF ABBREVIATION

S.NO	ABBREVIATION	EXPANSION
1	DPIIT	Department for Promotion of Industry and Internal Trade
2	PLI	Production Linked Incentive
3	NCL	National Chemical Lab
4	SDI	Scottish Development International
5	MOC	Memorandum Of Cooperation
6	NSP	National Steel Policy
7	SRTMI	Steel Research and Technology Mission of India
8	LPI	Leadership Practices Inventory
9	OCP	Organizational Culture Profile
10	PIESCAT	Physical Intellectual Emotional and Spiritual Culture Analysis Tool

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

The concept of organization culture was introduced to the field of management and organization study in the late 1970s and it began to attract significant scholarly attention in the early mid-1980s. Researcher suggested that organization culture could significantly affect organization outcome, reasoning that culture could be used as a resource to affect employee action distinguish firm from one another and create competitive advantage with for those with culture. Organizational culture is now a prevalent topic among managers, among consultants and among academics. As a mean of distinguishes the members of one group from others, enterprise culture gives identities to organizations, groups and individuals. There is no single definition for the concept of the organizational culture. Instead, there are several. For instance, the process of thinking helps in establishing one member from another on the basis of cognitive thinking the success guidance based upon different values and norm that makes culture effective” “the set of beliefs, behavior, norms and values helps in making culture most effective. Organization culture defines the way employees complete tasks and interact with each other in an organization .The cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company. Corporate culture binds the workforce together and provide a direction for the company. In times of change, the biggest challenge for any organization may be to change its culture, as the employees are already accustomed to a certain way of doing things.

Organizational development is depends on analysis and identification of the factors that conclude the effectiveness of the organization. Organizations and managers are willing to get employees commitment, which leads to improve the productivity. Management would like to introduce employee with norm, values and objectives of the organization which is importance to understand the organizational culture. It is the responsibility of the management to introduce the organizational culture to its employees that will assist the employees to get familiar with the

system of organization. Management must try to always keep learning environment in the organization. Proper understanding of organizational culture should leads towards improvement of employee's performance. As per organizational development is concerned, employees performance consider as a back bone for the industry So organization's wants to get the loyalty of their employees towards organization. The complete knowledge and awareness of organizational culture should help to improve the ability to examine the behavior of organization which assists to manage and lead the term "organizational culture"first time in the academic literature for his study in the journal of "Administrative Science Quarterly". It is necessary for the management to identify the norms and values of the organization of the employees. It should be needed that culture of the organization should be developed in a way to improve the style of employee's performance and continuous develop the quality awareness.

1.1.1 Understand Organizational Culture:

Culture idea must be learned and shared in the organizations the cultures of organization based on cognitive systems which help to explain how employees think and make decision. He also noted the different level of culture based on the multifaceted set of beliefs, values and assumptions that determine ways to organizations to conduct its business. The concept of organizational culture also makes available a base for determination the differentiation that may survive in-between the organizations that are doing business in the same national culture.

The concept of culture is generally used in the concept of organizations now-a-days. Organizational culture could be build up by two essentials factors of social group; structural stability of a group and integration of single item in superior standard. The different characteristics that are associated with the culture of organization. Culture may defined as system of common values which can be estimated that people describe the similar organization culture even with different background at different levels within the organization.

Organization's norms and values have a strong effect on all of those who are attached with the organization. It is considered by him that norms are invisible but if the organizations want to improve the performance of the employees and profitability, norms are places first to look.

Counter Culture

Shared beliefs and values which are in directly opposite to the values and beliefs of the broader organizational culture recognized as countercultures, it mostly formed around a forceful manager or leader. This type of culture may be bearded by the firm whenever positively contributing to the improvement of the organizational performance. But it is considered as a danger for the original organizational culture.

Sub Culture

Subculture is the segments of culture which show different norms, values, beliefs and behavior of people due to difference in geographical areas or departmental goal and job requirements (within organization). Perception of employees about subculture was connected to employee's commitment towards the organization. Some groups may have a similar enough culture within to allow for social interaction outside the workplace.

Strong Culture

Culture of organization is considered strong, where the greater part of the employees holds the same type of beliefs and values as concern to the organization. Culture of organization is believed strong, where the greater part of the employees embraced the same sort of beliefs and values as concern to the organization. They agreed that managers should try to reduce the gap between employees to develop a strong relationship. Management also considered that employees are more important than rules in the organization.

Weak Culture

A weak culture of organization could be one that is loosely knit. Some time it may push individual thought, contributions and in a company that needs to grow through innovation, it could be a valuable asset, sometime not. A weak culture of organization could be one of that is loosely joined. Rules are imposed strictly on the employees that may create diversity between the person's personal objectives and organizational goals

Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of an organization.

Organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs, and habits.

1.1.2 Types of Organization Culture

Organizational culture is not a superficial concept, but a dynamic aspect all organizations. Since all organizations have cultures, it is only logical that some organizational culturing to stand lofty than others. Organizational culture can take one of two forms.

Strong Organization Culture

A strong organisation culture refers to the set of values and beliefs that are strongly adhered to and shared widely within the organisation. But such a culture requires the organisational to do more culture specific investments, and such a culture unlikely to change. This implies that in this form of culture, organisational should take serious actions to instill and spread its norms and values to its employees.

Weak Organization Culture

A weak organizational a weak organizational culture refers to values and beliefs not strongly and widely shared within the organization. This implies that individual members of the organization rely more on personal principles, norms and values. Organization with a weak organizational culture engages little in culture specific investments, and such culture is more volatile.

1.2 INDUSTRY PROFILE

Introduction

As of October 2021, India was the world's second-largest producer of crude steel, with an output of 9.8 MT. In FY22 (till January), the production of crude steel and finished steel stood at 98.39 MT and 92.82 MT, respectively. In FY22, crude steel production in India is estimated to increase by 18%, to reach 120 million

tons, driven by rising demand from customers. The growth in the Indian steel sector has been driven by the domestic availability of raw materials such as iron ore and cost-effective Labour. Consequently, the steel sector has been a major contributor to India's manufacturing output.

The Indian steel industry is modern, with state-of-the-art steel mills. It has always strived for continuous modernisation of older plants and up-gradation to higher energy efficiency levels.

The Indian steel industry is classified into three categories - major producers, main producers and secondary producers.

Market Size

In FY22 (till January), the production of crude steel and finished steel stood at 98.39 MT and 92.82 MT, respectively. According to CARE Ratings, crude steel production is expected to reach 112-114 MT (million tonnes), an increase of 8-9% YoY in FY22. The consumption of finished steel stood at 86.3 MT in FY22 (till January). Between April 2021-January 2022, the consumption of finished steel stood at 86.3 MT.

In January 2022, India's finished steel consumption stood at 9.65 MT. In FY22 (until February 2022), exports and imports of finished steel stood at 12.2 MT and 4.3 MT, respectively. In April 2021, India's export rose by 121.6% YoY, compared with 2020. In FY21, India exported 9.49 MT of finished steel.

Investments

The steel industry and its associated mining and metallurgy sectors have seen major investments and developments in the recent past.

According to the data released by the Department for Promotion of Industry and Internal Trade (DPIIT), between April 2000-December 2021, Indian metallurgical industries attracted FDI inflows of US\$ 16.1 billion.

In FY22, demand for steel is expected to increase by 17% to 110 million tonnes, driven by rising construction activities.

Some of the major investments in the Indian steel industry are as follows:

- In October 2021, Tata Steel was planning to set up more scrap-based facilities that will have a capacity of at least a billion tonnes by 2025.
- In October 2021, JSW Steel invested Rs. 150 billion (US\$ 19.9 million) to build a steel plant in Jammu and Kashmir and boost manufacturing in the region.
- In October 2021, ArcelorMittal and Nippon Steel Corp.'s joint venture steel firm in India, announced a plan to expand its operations in the country by investing ~Rs. 1 trillion (US\$ 13.34 billion) over 10 years.
- In August 2021, Tata Steel announced to invest Rs. 8,000 crore (US\$ 1.08 billion) in capital expenditure to develop operations in India in FY22.
- In August 2021, ArcelorMittal announced to invest Rs. 1 lakh crore (US\$ 13.48 billion) in Gujarat for capacity expansion.
- In August 2021, Tata Steel announced to invest Rs. 3,000 crore (US\$ 404.46 million) in Jharkhand to expand capacities over the next three years.
- In August 2021, Jindal Steel & Power Ltd. announced plans to invest US\$ 2.4 billion to increase capacity over the next six years to meet the rising demand from customers.
- In the next three years from June 2021, JSW Steel is planning to invest Rs. 47,457 crore (US\$ 6.36 billion) to increase Vijayanagar's steel plant capacity by 5 MTPA and establish a mining infrastructure in Odisha.
- In June 2021, Mr. T.V. Narendran, the newly elected CII president and MD of Tata Steel, in an interview with The Telegraph, stated that steel companies have firmed their plans to invest ~Rs. 60,000 crore (US\$ 8.09 billion) over the next three years—this is was the biggest private sector investment plan announced in recent times.
- In June 2021, ShyamMetalics and Energy Ltd. (SMEL) announced that the company is planning to double its production capacity at an estimated investment of ~Rs. 2,894 crore (US\$ 389.72 million) through brownfield expansion at two of its units in the next 3-4 years.
- In April 2021, in a virtual roundtable conference organised by the Indian Chamber of Commerce, Mr. Shin Bongkil, the South Korean Ambassador to India, announced that POSCO, the South Korean steel giant, is planning to

set up an integrated steel plant in Odisha at an investment of US\$ 12 billion, which would make it the country's biggest FDI project.

- In May 2021, JSW Steel signed a Memorandum of Understanding (MOU) to conduct a feasibility study with its strategic alliance partner JFE Steel Corporation to establish a Grain-oriented Electrical Steel Sheet Manufacturing and Sales JV Company in India.
- In May 2021, JSW Steel announced the steel-making expansion at its Vijayanagar plant by 5 MT every year to 17 MT every year by the financial year ending March 2024.
- In March 2021, JSW Steel completed its takeover of debt-ridden Bhushan Power and Steel Ltd., boosting the former's overall output to 21.5 mtpa. JSW Steel's has 18 mtpa of capacity, which will hit more than 26 mtpa with the addition of BPSL and a doubling of capacity at JSW Steel's Dolvi steel mill to 10 mtpa.
- In March 2021, Arcelor Mittal Steel signed Rs. 50,000 crore deal with Odisha government to setup a steel plant in the state.
- In February 2021, Tata Steel BSL collaborated with FarEye, a software logistics firm, to improve its digital transformation process.
- In a move towards becoming self-reliant, Indian steel companies have started boosting steel production capacity. To this end, SAIL announced the doubling of its capacity at 5 of its steel plants in September 2020.
- For FY20, JSW Steel set a target of supplying around 1.5 lakh tonnes of TMT Rebars to metro rail projects across the country.
- JSW Steel has planned a US\$ 4.14 billion capital expenditure programme to increase its overall steel output capacity from 18 million tonnes to 23 million tonnes by 2020.
- Ministry of Steel plans to invest US\$ 70 million in the eastern region of the country through accelerated development of the sector.
- The production capacity of SAIL is expected to increase from 13 MTPA to 50 MTPA in 2025 with total investment of US\$ 24.88 billion.
- Tata Steel has decided to increase the capacity of its Kalinganagar integrated steel plant from 3 million tonnes to 8 million tonnes at an investment of US\$ 3.64 billion.

Government Initiatives

Some of the other recent Government initiatives in this sector are as follows:

- In October 2021, the government announced guidelines for the approved specialty steel production-linked incentive (PLI) scheme.
- In October 2021, India and Russia signed a MoU to carry out R&D in the steel sector and produce coking coal (used in steel making).
- In July 2021, the Union Cabinet approved the production-linked incentive (PLI) scheme for specialty steel. The scheme is expected to attract investment worth ~Rs. 400 billion (US\$ 5.37 billion) and expand specialty steel capacity by 25 million tonnes (MT), to 42 MT in FY27, from 18 MT in FY21.
- In June 2021, Minister of Steel & Petroleum & Natural Gas, Mr. Dharmendra Pradhan addressed the webinar on 'Making Eastern India a manufacturing hub with respect to metallurgical industries', organised by the Indian Institute of Metals. In 2020, 'Mission Purvodaya' was launched to accelerate the development of the eastern states of India (Odisha, Jharkhand, Chhattisgarh, West Bengal and the northern part of Andhra Pradesh) through the establishment of an integrated steel hub in Kolkata, West Bengal. Eastern India has the potential to add >75% of the country's incremental steel capacity. It is expected that of the 300 MT capacity by 2030-31, >200 MT can come from this region alone.
- In June 2021, JSW Steel, CSIR-National Chemical Lab (NCL), Scottish Development International (SDI) and India H2 Alliance (IH2A) joined forces to commercialize hydrogen in the steel and cement sectors.
- Under the Union Budget 2022-23, the government allocated Rs. 47 crore (US\$ 6.2 million) to the Ministry of Steel. The budget's focus is on creating infrastructure and manufacturing to propel the economy.
- In addition, enhanced outlays for key sectors such as defence services, railways, roads, transport and highways would provide impetus to steel consumption.
- In January 2021, the Ministry of Steel, Government of India, signed a Memorandum of Cooperation (MoC) with the Ministry of Economy, Trade

and Industry, Government of Japan, to boost the steel sector through joint activities under the framework of India–Japan Steel Dialogue.

- The Union Cabinet, Government of India approved the National Steel Policy (NSP) 2017, as it intends to create a globally competitive steel industry in India. NSP 2017 envisage 300 million tonnes (MT) steel-making capacity and 160 kgs per capita steel consumption by 2030-31.
- The Ministry of Steel is facilitating the setting up of an industry driven Steel Research and Technology Mission of India (SRTMI) in association with the public and private sector steel companies to spearhead research and development activities in the iron and steel industry at an initial corpus of Rs. 200 crore (US\$ 30 million).
- The Government of India raised import duty on most steel items twice, each time by 2.5% and imposed measures including anti-dumping and safeguard duties on iron and steel items.

Global Scenario

- In CY 2021, the world crude steel production reached 1911.9 million tonnes (mt) and showed a growth of 3.6% over CY 2020.
- China remained world's largest crude steel producer in 2021 (1032.8 mt) followed by India (118.1 mt), Japan (96.3 mt) and the USA (86.0 mt), based on rankings released by the World Steel Association.
- Per capita finished steel consumption in 2020 was 228 kg for world and 691 kg for China. The same for India was 70 kg in 2020-21.

Domestic Scenario

- The Indian steel industry has entered into a new development stage, post de-regulation, riding high on the resurgent economy and rising demand for steel.
- Rapid rise in production has resulted in India becoming the 2nd largest producer of crude steel during last four years (2018-2021), from its 3rd largest status in 2017. The country was also the largest producer of Sponge Iron or DRI in the world and the 2nd largest finished steel consumer in the world after China in 2021 (provisional), based on rankings released by the World Steel Association.

- In a de-regulated, liberalized economic/market scenario like India the Government's role is that of a facilitator which lays down the policy guidelines and establishes the institutional mechanism/structure for creating conducive environment for improving efficiency and performance of the steel sector.
- In this role, the Government has released the National Steel Policy 2017, which has laid down the broad roadmap for encouraging long term growth for the Indian steel industry, both on demand and supply sides, by 2030-31. The Government has also announced a policy for providing preference to domestically manufactured Iron & Steel products in Government procurement.

1.3 COMPANY PROFILE

Sakthi Ferro Alloys (India) Private Limited is a Non- Govt company, incorporated on 29 Mar, 2005. It's a private unlisted company and is classified as company limited by shares. The Sakthi Group began its journey in the year 1984 as a trading company in Chennai, Tamil Nadu. Founded in the year 1984, the group today is well diversified with interests in steel, logistics, warehousing and industrial parks development. The ₹18 billion group presently employs over 800 people across South India. Under the able leadership of Mr K.A. Anand, the group is poised to become one of the significant contributors to the building of the new India.

Mr. K. Anandh is the Founder and the Managing Director. Today the Sakthi Group has made its mark in a broad the spectrum from procuring to processing to marketing. Sakthi Ferro Alloys (India) P Ltd has high-quality scrap from the Auto and Auto-Ancillary industries in and around Chennai, are sorted, melted and cast into billets of high grade which become the feedstock for the rolling mills. The billets are made to the specifications of our customers. The installed production capacity is 32000 MT/Month.

SSI TMT & Sri Durga TMT, the two trusted names in TMT bars, are manufactured by Sakthi Group in their modern plants, adhering to strict BIS standards. Every batch goes through a series of quality checks, ensuring

consistent perfection in quality. The plants have a production capacity of 12000 MT/Month at Kuppam in Andhra Pradesh. Further construction is in progress to enhance the production capacity by an additional 21,000 MT/Month at the Naidupet plant also in Andhra Pradesh.

In Steel We Trust

Emjay Steel Udyog at Naidupet is the billet making division of Sakthi Ferro Alloys (India) P Ltd. Here, high-quality scrap from the Auto and Auto-Ancillary industries in and around Chennai, are sorted, melted and cast into billets of high grade which become the feedstock for the rolling mills. The billets are made to the specifications of our customers. The installed production capacity is 32000 MT/Month.

Logistics

Trading in steel scrap is the core activity of Sakthi Group. Today we trade close to 6,00,000 MT of steel scrap every year. Though the primary sourcing of scrap is around Chennai, the group's networking enables it to source materials from across the globe.

The ability to handle materials of any quantity, offering end-to-end solutions in logistics and consistent, timely service has made Sakthi the most sought after Vendor among Foundries, Furnace, Re-Rolling mills and Small Industries across India. Steel Scrap Trading operates out of offices at Chennai (Sriperumpudur), Delhi, Bengaluru and Vichoor.

Sakthi group's logistics division caters to the inhouse carrier needs as well as other clients. Owning a fleet of trucks allows the division to have complete control over the entire operations. The credo 'On time, Every time' is a day to day happenings here. The division operates in Tamil Nadu, Karnataka, Kerala and Andhra Pradesh.

We have highly efficient crane-mounted trucks, like hook-loaders, that loads and unloads the body off the truck automatically. And with state-of-the-art stockyards, we are capable of handling huge quantities of scrap at any point of time within short notice. These trucks are mounted with a crane which helps

unloads the body (Bin) of the truck to enable filling the bin and loads the bin back after it is filled.

Warehouses & Industrial Parks

Since 2013, Sakthi Foundations, the group company has been developing warehousing projects for its use and other clients. Till date, Sakthi Foundations has built over 9 lakh sq.ft. of warehouses and industrial parks. All the warehouses are built to international standards strictly adhering to the quality and safety parameters. Apart from the standard warehousing structures, Sakthi Foundations also constructs 'Built-to-Suit' warehouses and industrial parks. Having a dedicated in-house team of qualified engineers and construction team helps in providing tailor-made solutions for our clients. The company owns about 400 acres of freehold land in Tamil Nadu, Karnataka & Andhra Pradesh.

1.3.1 PRODUCT PROFILE

Sakthi Ferro Alloys (India) Pvt Ltd has steel products such as,

- Grade Properties & Dia Size – FE500
- Grade Properties & Dia Size – FE500D

1.4 OBJECTIVES OF THE STUDY

- To study how the culture affecting employee & Organization Performance.
- To analyze the overall performance of the employees.
- To learn the employee relationship with their peers.
- To know the employees work comfortability towards work environment.
- To know the coordination between employers and employees.

1.5 STATEMENT OF THE PROBLEM

For an organization, employee is its basic constituent units, and culture is the common value and code of conduct shared by the employees. It could provide employees with a relaxed working environment with harmonious interpersonal relationships in order to give full play to their ability. A corporate culture allows employees to have a sense of mission and feel responsibility, and work towards the overall goal of the company. The competitiveness of enterprises is not only reflected in the technology, but also in their corporate culture. A positive organizational culture can promote healthy development of an enterprise and actively mobilize the performance of employees and make them work with more enthusiasm. Move over, it may improve production efficiency. In short, the benefits of a positive organizational culture are self-evident.

1.6 NEED OF THE STUDY

The need of the study is to explore how organizational culture influences job satisfaction and its subsequent impact on employee performance. Also to access the relationship between job satisfaction and employee performance in the context of organizational culture.

1.7 SCOPE OF THE STUDY

- In an organization, employee is its basic constituent units, and culture is the common value and code of conduct shared by the employees.
- It could give can provide employees with a relaxed working environment with harmonious interpersonal relationships in order to give full play to their ability.
- A corporate culture allows employees to have a sense of mission and feel responsibility, and work towards the overall goal of the company.
- A positive organizational culture can promote healthy development of an enterprise, and actively mobilize the performance of employees, and make them work with more enthusiasm.

CHAPTER 2

REVIEW OF LITERATURE

Review of literature is one of the important steps in the research process. It is an account of what is already known about a particular phenomenon. The main purpose of literature review is to convey to the readers about the work already done the knowledge & ideas that have been already.

M.Sujatha et al (2018) says organizations are among the key units of the society. During their establishment and development, a specific kind of organizational culture eventually appears. The purpose of organizational culture is to improve solidarity and cohesion, and to stimulate employees' enthusiasm and creativity to improve the organization's economic efficiency. In addition, organizational culture greatly influences employee behavior. Organization culture help develop professionalism among its employees. Value system is the corner stone of the organization culture. It promotes standardization in various systems and sub-systems, which reduce role conflict to a great extent. Once the culture is developed, it virtually becomes a people's organization from a functional point of view that promotes risk-taking among managerial cadre and generates novel ideas. The aim of this study is to find out how organizational culture affects employee behavior.

EkpenyongNkereuwem Stephen et al (2016) 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 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 respondent's agree that organizational culture does have an impact on performance and satisfaction levels of employees.

Tianyaet al (2015) explains organizations are among the key units of the society. During their establishment and development, a specific kind of organizational culture eventually appears. The purpose of organizational culture is to improve solidarity and cohesion, and to stimulate employees' enthusiasm and creativity to improve the organization's economic efficiency. In addition, organizational culture greatly influences employee behavior.

SuneetSoniet al (2018) consider a robust indicator of outcomes that are highly valued by any business in any sector of the industry. Therefore, employee engagement and effectiveness could prove to be an excellent parameter to assess the health of the organization as such with regards to satisfaction, innovation, commitment, retention and productivity. Organizations that are observed to have a positive organizational culture tend to offer rewards to their employees which in turn leads to the creation of an environment that is enabling, allowing employees to grow, develop and function at their utmost potential. This particular study was carried out to understand the impact of organizational culture on employee engagement and effectiveness within the Indian manufacturing sector.

Rajeshwari et al (2020) studies shades and evaluates to know the performance of organizational culture and how job satisfaction is impacted towards it. The objective of this study is to examine and measure of organizational culture. The study is expected to enable their effective role of organizational culture and help the managers to implement the culture and help to increase the efficiency of performance and productivity. After analysis with literature, the both variables are positively correlated with each other and organizational culture and job satisfaction has strong relationship. The present Organizational culture can foster commitment to the organization's work life style and values. Organizational culture serves as a control mechanism to pattered behaviors toward desired behaviors and out off from undesired behaviors.

Ms. Naila Zia (2019) says that organizations have different kinds of culture, depending upon it strength, which have considerable impact on attitudes and behavior of the employees, their job performance, satisfaction and even of the employee turnover. For a long decade job performance of employees is one of the widely used dependent variable in the studies related to human resource because

of the fact that the performance of an employee is of high relevance not only for the organization but also for a like individuals. The present study has been conducted to examine the impact of Organizational culture on the performance of the employee working in state bank of India.

R Durgadeviet al (2017) explains organizational culture is a complex phenomenon and is formed in diversity of ways, it might initiate from the challenge and obstacles that organization features, and it may perhaps be an intentional creation of the management and employees working in the organization culture. Culture of the organization is somewhat that can predominantly ground the performance of the employees in the workplace. The main purpose of this article is to study the different types of cultures in an organization and to study the relationship between organizational culture and organizational performance.

R.G.Ratnawat (2014) study the impact of organizational culture on employee performance, it is vital to understand the organizational culture and different aspects of employee performance. Though there are varying perspectives on organizational culture resulting into different model, there is no unanimity about what constitutes an organizational culture. Similarly there are varying criteria to assess employee performance. This article presents a review of the relevant literature to know the state of the art about the subject and set the agenda for further research. Books, reports and research articles published in management and allied literature between 1979. And 2012 were reviewed for this purpose.

Mohammad Jasim Uddin (2013) examine the impact of organizational culture on employee performance and productivity from the perspectives of multinational companies operating especially under the telecommunication sector of Bangladesh in South Asia. The paper has applied qualitative methodology focusing on a case study of Grameenphone (GP) (a subsidiary of Teleron in Norway), the leading telecommunication based subsidiary in Bangladesh. The paper argues that organizational culture significantly influences employee performance and productivity in the dynamic emerging context.

L.Prakash et al (2015) attempts to bring out the behavioral aspect of the employees working in Hyundai Motors India Ltd. The main objective of the study is to find the overall performance of the employees. The research design used in this

study is descriptive research design. Data from 100 people were collected as population study. Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employee's point-of-view and also to assess their behaviors with respect to that of the existing culture.

Kenneth W. Green, et al (2007) assess the proposition that adoption of a market orientation leads to improved service quality for service sector organizations. We argue that an organizational culture incorporating customer care as its central tenet and involving efforts to understand the needs of customers through a market orientation enables the organization to provide quality services that satisfy the identified customer needs. Data were collected from service providers using the MORTN scale to measure market orientation and the SERFPERF scale to measure service quality. The results support the theorized positive link between market orientation and service quality.

J .M. Twati, (2006)emphasized that in the 1990's, the banking sector in India saw greater emphasis being placed on technology and innovation. Banks began to use technology to provide better quality of service at greater speed. Internet banking and mobile banking made it convenient for customers to do their banking from geographically diverse places. Banks also sharpened their focus on rural markets and introduced a variety of services geared to the special needs of their rural customers. Banking activities also transcended their traditional scope and new concepts like personal banking, retailing and bank assurance were introduced. The sector was also moving rapidly towards universal banking and electronic transactions, which were expected to change the way banking would be perceived in the future.

Brown (2006)examined employees' perceptions of their superiors' leadership behaviors and organizational culture and the relationship between leadership behaviors and organizational culture in the geographically separated units, viewed through on organizational environment · framework. To accomplish this purpose, data was collected through survey instruments sent to all non- supervisory federal

(Air Force) employees. The instrument measured employees' perceptions of their supervisors' leadership behaviors through the Leadership Practice Inventory (LPI) observer. Organizational culture was measured the OCT APACE profile, which measured organizational ethics/culture. Gender and tenure was the controlling variables in the research study to examine any potential confusing effects.

Henri Jean-Francais (2006) articulate and test the relationship between organizational culture and two attributes of performance measurement system (PMS), namely, the diversity of measurement and the nature of use. The result of the survey reveal that top managers of firms reflecting a flexibility dominant type tend to use more performance measures and to use PMS to focus organizational attention, support strategic decision-making and legitimate actions to a greater extent than top managers of firms reflecting a control dominant type.

Minion R. et al (2005) study was undertaken to compare and contrast the cultural characteristics of high and low performing hospitals in the UK National Health Service. The research provided a multiple case study design incorporating a purposeful sample of low and high performing acute hospital trusts. The results suggest that high and low performing hospitals have very different work environments. Although each case possessed its own unique character, significant patterns were observed within cases grouped by performance suggesting considerable cultural divergence. The key points of divergence were grouped under four headings: leadership and management orientation, accountability and information system, human resource policies and relationship within the local health economy.

O'Neill, (2005) examine how norms enhances our understanding of the link between organizational culture and a number of organizational practices and processes. He proposed a theoretical typology of emotional norms based on the understanding value dimensions of independence (i.e. competitiveness and dominance) and interdependence (i.e. cooperativeness and rationality). Results provide support for the validity of the theoretical typology. In addition results suggest that masculine emotional violators and lead to increase delegation of emotional norms violators and increased escalation of commitment.

BelakMicheal, (2005), says the Impact of Internet Usage and Organizational Policy upon Managerial Decision Making Effectiveness in the Public Sector", reveals that during the past decade, internet usage has grown rapidly in the public sector. Recent studies have shown how the internet exerts a positive influence upon managerial decision-making. For this study, 162 managers participated in this research effort. This study adopted a non - experimental, correlation research method using an established survey instrument. Quantitative data analysis techniques are employed to assess the problem area, including descriptive statistics, correlation analysis, factor analysis and multi-regression analysis. The findings of this research show that a positive, linear relationship exists between an individual's internet usage skills and an organization's facilitating conditions for internet usage with managerial decision making effectiveness.

Gabbert, (2005)explored that whether the behaviors of middle level leaders, as observed by their subordinates, are the same as the senior level leaders, or those who are seen as more successful managers demonstrate more balanced leadership styles as compared to less successful general managers. The behaviors of managers should match the value espoused by top leaders of the organization. No significant relationship between the behaviors of middle managers and the organizational values envisioned by upper middle leaders were noted. The analysis of hypothesis two demonstrated a lack of uniformity in leader role utilization among those categorized as the most effective managers as compared to those related as only effective.

Metzler, (2005)explore the organizational culture and subcultures of an engineering firm. Using the modification of the organizational culture profile (OCP), this study investigated the content to which fit between individuals (n=124) and their local office (P-G fit) and the organization (P-O fit) were related to job satisfaction and organizational commitment. In addition, using issue - focus interviews, organizational culture was investigated to explore from an integration, differentiation and fragmentation perspectives. The results of hierarchical regression analysis found that effective commitment and satisfaction on were predicted by person -organization and organization- group fit as well as employees perceptions of organizational culture.

Anderson Philip, (2005) indicate that the purpose of this study is to understand the cultural dimensions that were the primary drivers of the transformation of a fortune 500 healthcare industry. In the course of the transformation, both company leaders and external stakeholders' acknowledgement the need for the company to change its organizational culture from one that was perceived as non- responsive to one which was more customer and quality focused. This shift was warranted because of numerous unfavorable regulatory audits resulting in the imposition of a consent decree. The consent decree placed a moratorium on the manufacturing and distribution of many of the company's product, creating a financial burden. The loss of revenue coupled with a slip in market leadership was the driving force leading to the transformation.

Wilma Vivivers, et al (2005) studies shows that companies can increase competitive cultures through creating CI awareness and conducting training session for the industry. To enhance CI Culture, it should be integrated throughout the company, should be aligned with the company's infrastructure and should reflect trends in the industry.

Flamholtz Eric et al (2005) provides empirical evidence that some elements of an organizational culture have a differential. impact on a firms' financial performance. The research tests a proposed a proposed five factor cultural model and through factor analysis it was determined that there are actually six factors or dimensions of corporate culture. Four of these factors identified in the study - customer focus, corporate citizenship, performance standards and identification with the company- were found to be directly influencing financial performance. Two other factors- human resource practices and organizational communication- though not correlated directly with the firm's financial performance, had a significant impact upon primary cultural factors.

Flamholtz Eric, (2005) deals with the conceptualization and measurement of the economic value of human capital of third capital i.e. corporate culture and how the economic value of corporate culture can be measured. This paper has provided a different conceptualization of human capital relevant to the human resource accounting. It has presented a typology of human capital consisting of three types: the economic value of individuals, the economic value of groups or teams, and the

economic value of the total human organization. This paper also summarized an empirical investigation relevant to the economic value of human capital of the third kind. The results of this empirical investigation provided support for the notion that culture, or human capital of the third kind, is a significant component of overall financial success.

Den Hartog et al (2004) aimed to study the link between high performance work system and several aspects of performance. A multi-source survey study was carried out, in which senior HR managers provided information on the practices, chief executives completed a questionnaire tapping organizational culture and both provided some of the outcome measures. The study assessed the relationship between high performance work practices and organizational culture. The rules orientation is least often correlated with high performance work practices. A negative correlation was found between the rules orientation and autonomy, more emphasis on rules and procedures implies less discretion for employees. The goal and innovative orientation (and to a lesser extent the support orientation) were found to be positively related to several of the high performance work practices and especially to the combined set of employee skills and direction practices.

Lee Siew Kim Jean (2004) investigated the possible relationship between corporate culture and organizational performance among Singaporean companies. The objectives of this study were twofold: first, it aimed to investigate the validity of the culture construct. Can culture construct be operationalize along distinct, repeatable dimensions? Second, it attempted to assess how culture affects organizational performance. The organizational culture profile was used as the primary research instrument. Culture was found to impact on variety of organizational processes and performance. This study has demonstrated the power of culture in influencing organizational performance.

Robson Ian, (2004) show how measurement system and the way they are implemented can have a critical impact in encouraging or discouraging high performance culture. The paper outlines a systems view of organizations that assist in combining the knowledge of both measurement and psychology into a practical approach that encourages a culture of high performance. When

measurement systems are designed using appropriate psychological principles, there is rapid change in staff behavior leading to improve performance. The paper shows that by combining critical aspects of psychological with knowledge of measurement in organizations; measurement systems can be designed and implemented to encourage a complete culture of high performance. This approach can be helpful for managers in changing the culture of their organizations and simultaneously improving performance.

Deshpande Rohit et al (2004) framed in an extended model of competing values of organizational culture and focuses how organizational culture, market orientation, and innovativeness affect the performance of firms competing in business to business markets. The study finds significant differences across countries in the means of all the variables under the study and these differences reflected characteristics of national culture. It further concludes that market orientation and innovativeness have a positive impact on performance, relatively open, externally oriented organizations are related to better performance, and in the transition economics, the results apply to only a minority of firms.

Denison Daniel et al (2004) examines the link between organizational culture and effectiveness with two separate studies. The first study examined the link with data from 230 organizations in Europe, North America or Asia and revealed a surprising level of similarity in the results across these regions. The second study examined the same topic using data from 218 organizations from seven countries: Canada, Australia, Brazil, USA, Japan, Jamaica, and South Africa. The studies illustrate that a general theory about organizational culture can be applied to multiple contexts with the results highlighting both similarities and differences across regions. All correlations between overall performance and culture indices were significant for Asia companies. Similar results were also found for four other subjective indicators of performance: sales growth, profitability, and quality and employee satisfaction.

Bititci Umit, et al (2004) study agreed that business perform better if they are managed through formalized, balanced and integrated performance measures. It reported on some cases studies, which were part of a study to explore the dynamics and relationship between performance measurement, organizational culture and management styles. The studies led to the key finding that

organizational culture and management styles to be interdependent throughout the life cycle of the performance measurement system.

Smith et al (2004) reveals that deterioration of employee commitment represents a serious challenge for organizational leaders. The relationship between organizational culture and employee commitment was determined in his study, using an existing tool to measure commitment, the organizational commitment questionnaire and on instrument created by the researcher to measure critical dimensions of organizational culture. Through the use of this instrument, the Physical Intellectual Emotional and Spiritual Culture Analysis Tool (PIESCAT), a strong positive, linear correlation of 0.663 between employee commitment and organizational culture was determined a relationship not widely supported in the literature using other culture analysis instruments. Regression analysis indicated that the overall four dimensional model provided a stronger relationship to commitment than any single dimension. The study population was medium- sized financial institution in the southeastern United States.

Durakova, Alexandra (2004) indicated that organizations are investing heavily in the development of KMS to improve the integration of knowledge across different contexts with the hope of fostering new insights and producing innovations. Yet many KMS initiatives fail to meet expectations. To address this problem this research investigates how different aspects of organizational climate and the KMS affect knowledge workers' innovativeness and knowledge reuse. They use to support their everyday work. One context in which organizations often apply KMS to improve performance is technical support. Hypothesis testing revealed that the use of KMS positively affects both knowledge reuse and innovativeness, that organizational climate plays a significant role in the role of KMS.

Chung - Ming Lau et al (2004) outlines the critical role of organizational culture in the link between the HR system and development of new product and services. While it has been generally accepted that an innovation oriented HR system would lead to higher level of innovation, the literature does not lend full support to this link. This paper is to point out the inadequacy of such simplified view. It is suggested that a developmental culture is the missing link in between HR system and innovation outcomes. An HR system, which emphasizes extensive training,

performance, based reward, and team development is necessary to create an organizational culture that is conducive to product innovation. The empirical findings from a survey of 332 firms in Hong-Kong confirmed that organizational culture acted as a mediator between a firm's HR system and product innovation.

Dedoussis Evangellos, (2004) compares universities in Japan, one of the most culturally homogeneous countries, with universities in Saudi Arabia and Lebanon, different in many ways but sharing common language and common religion. This study revealed that organizations established in countries sharing similarities in national culture are likely to be characterized by similar values, beliefs and basic assumptions.

Kasila Kirstiet al (2004) examine Finnish Public Oral Health-care within a theoretical framework of organizational culture and to identify the various cultural traits that characterize Finnish Oral Healthcare. The study produces evidence for existence of several cultural traits. The orientations of consistency and mission are clearly emphasized, although discussion on the cultural traits of community spirit and adaptability had intensified because of national developmental projects of oral health care.

Kwan Paula (2004) validate that the competing values can not only be used to describe the culture of an organization but can also serve as a valid basis on which one institution can be differentiated from another. Based on the findings of a survey administered to all teaching staff in seven higher education institutions in Hong-Kong, it was empirically supported that the institutions could be differentiated from one and another either on one or a combination of the four cultural types depicted by the competing values model namely, internal person-oriented versus external organization-oriented and stability and control versus flexibility and change resulting in four quadrant typology of cultures represented by group culture, developmental culture, hierarchical culture and rational culture. Given that the differences among the institutions were sound to roughly approximate the background and development stage of the institutions, the validity of the competing values in describing and differentiating the culture of an organization was supported.

You-Ta Chauang et al (2004) presents a conceptual analysis and research proposals that build on past research on intra-group conflict and organizational culture to examine the relationship between organizational culture, intra- group conflict and group diversity. The paper proposes that organizational cultural intensity and content have direct impact on inter- group conflict and moderate the relationship between group diversity and inter group conflict, depending on the value congruence and the value content shared among group members.

Yilmaz Cengiz, et al (2004), examines the effects of firm level reflections of two societal-culture factors, collectivism and power distance, as well as organizational culture strength, on development of customer and learning -oriented value systems in organizations. The main findings of the study are that a customer and learning - oriented value system is more likely to develop and improve firm performance when complemented by appropriate societal-culture factors and supported by strong organizational culture.

Chow Chee W (2003) contributed exploratory evidence on the relationship between culture and company size, competitive environment and corporate performance in the US and Taiwan. The findings indicated the environmental uncertainty- one aspect of industry dynamics- failed to uncover any widespread affects of this variable on Taiwanese firms' culture. In contrast, not only did they found that the corporate cultural aspects most valued differed from country to country, but that· they related to corporate performance in different ways.

Davison Michael C.G., (2003)examines organizational climate and organizational culture within the Hotel industry framework. The Study provides a conceptual model of organizational culture, organizational climate and service quality and performance that provides an explanation of the linkage between organizational culture, organizational climate, customer satisfaction and hotel performance. organization. The study further establishes that employee involvement within a supportive organizational culture and climate is the basis for most successful operations. The culture and climate shape not only employee actions but also their commitment to a service ethic through which customer satisfaction is achieved. A further and most important fact has also been established that there is a positive

and direct positive correlation between good organizational climate and performance.

MallakLatty A. et al(2003) measured the relationship among culture, the built environment and outcome variables in a healthcare provider organization. A culture survey composed of existing scales and custom scales was used as the principal measurement instrument. Results supported culture strength's links with higher performance levels and identified built environments roles as a moderating variable that can lead to improved processes and outcomes. Job satisfaction and patient satisfaction were found to be significantly and positively correlated with culture strength and with rating of the built environment.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

A research design is an arrangement of condition for collection and analysis of the data in a manner that aims to combine relevance to the research purpose with economy in procedure. The study is descriptive in nature i.e., descriptive research. Descriptive research is concerned with describing the characteristics of a particular individual or group. This includes surveys and fact-finding enquiries of different kinds. The main characteristic of this method is that the researcher has no control over the variables; one can only report what has happened or what is happening. Thus, the research design in case of descriptive study is a comparative design throwing light on all the areas and must be prepared keeping the objectives of the study and the resources available.

3.2 SOURCES OF DATA COLLECTION

3.2.1 Primary data

Data collected through with the help of questionnaire, each question in the questionnaire must satisfy the objective of the study.

3.2.2 Secondary data

Secondary data are those which have been collected by some other persons for his purpose and published secondary data collected through journals and annual report of the company.

3.3 SAMPLE DESIGN

3.3.1 Population of the study

Population: The employees working in Sakthi Ferro Alloys (India) Private Limited.

3.3.2 Sample Size

The sample size of 135 is undertaken for the study.

3.3.3 Sampling Technique

Convenient Sampling technique is used. The sampling method used in this is a non-probability sampling because specific samples have been selected as per convenience of the researcher due to huge size of target population.

3.4 STATISTICAL TOOLS FOR ANALYSIS

A sample survey is conducted among employees of the company. A questionnaire was used for data collection. The following tools are used for analysis.

- Percentage Analysis
- Chi square Analysis
- Correlation Analysis

3.5 LIMITATIONS OF THE STUDY:

- As it was not possible to visit each department the true picture of working condition could not be judged.
- The workers were busy with their work therefore they could not give enough time for the interview's the personal biases of the respondents might have entered into their response.
- It is not assured that the responses from all the respondents are true as some of them may like to tell the incorrect information.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

In this Chapter, the data from the research is presented, analyzed, described, and interpreted in this process. Frequency analysis is conducted for the demographic information of the respondents.

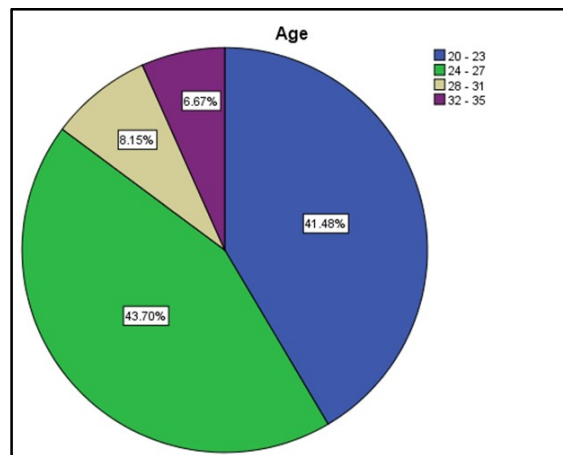
4.1 PERCENTAGE ANALYSIS

Table 4.1

Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 23	56	41.5	41.5	41.5
	24 - 27	59	43.7	43.7	85.2
	28 - 31	11	8.1	8.1	93.3
	32 - 35	9	6.7	6.7	100.0
	Total	135	100.0	100.0	

Chart 4.1.1



Inference:

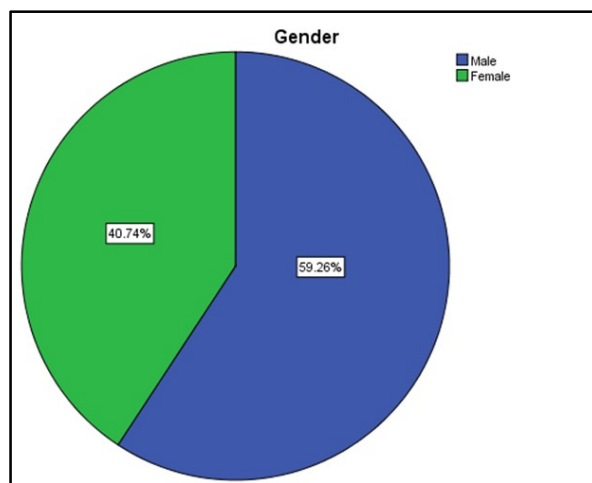
From the above table and graph it is inferred that, 41.5% of the employees were between the ages of 20 – 23, 43.7% of the employees are between the ages of 24 – 27, 8.1% of the employees are between the age of 28 – 31 and 6.7% of the employees are between the ages of 32 – 35.

Table 4.2

Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	80	59.3	59.3	59.3
	Female	55	40.7	40.7	100.0
	Total	135	100.0	100.0	

Chart 4.2

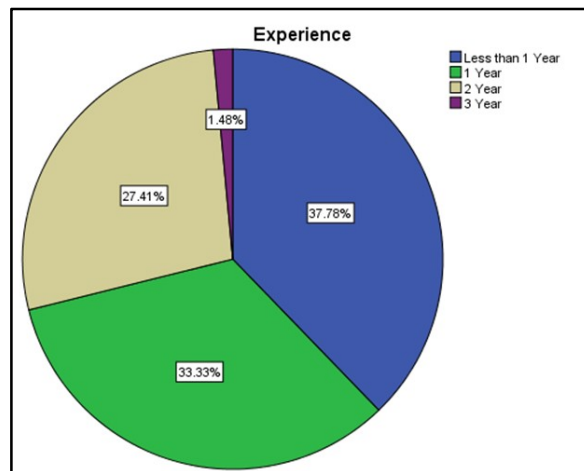


Inference:

From the above table and graph it is inferred that, 59.3% of the respondents are male and 40.7% of the respondents were female.

Table 4.3**Experience of the Respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 Year	51	37.8	37.8	37.8
	1 Year	45	33.3	33.3	71.1
	2 Year	37	27.4	27.4	98.5
	3 Year	2	1.5	1.5	100.0
	Total	135	100.0	100.0	

Chart 4.3**Inference:**

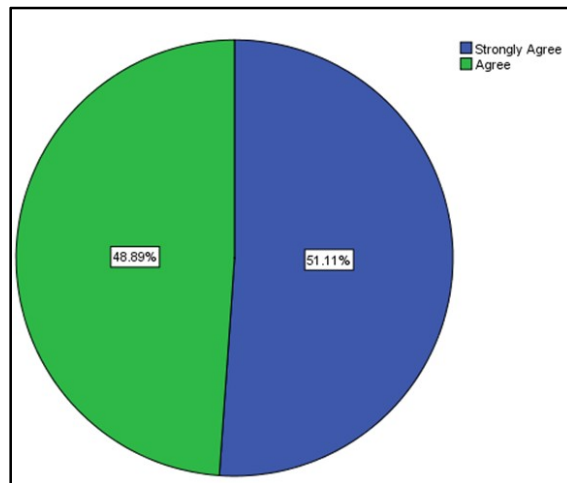
From the above table and graph it is inferred that, 37.8% of the employees have less than 1 year experience, 33.3% of the employees have 1 year of experience, 27.4% of the employees have 2 year of experience and 1.5% of employees have 3 years of experience.

Table 4.4

Ability to manage my own work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	69	51.1	51.1	51.1
	Agree	66	48.9	48.9	100.0
	Total	135	100.0	100.0	

Chart 4.4



Inference:

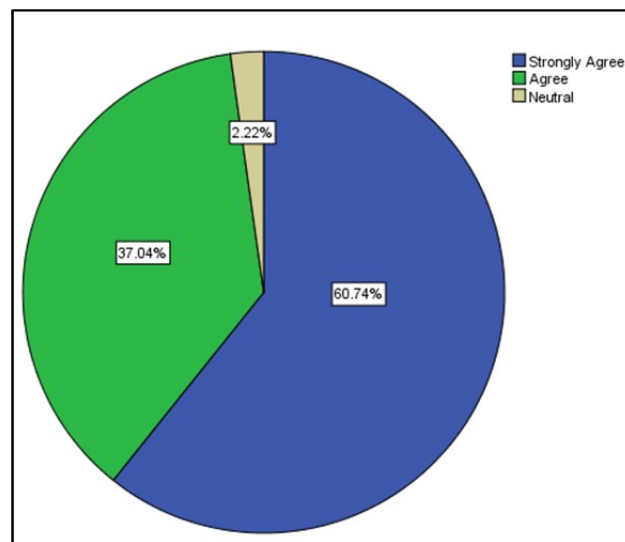
From the above table and graph it is inferred that, 51.1% of the respondents strongly agree that they have ability to manage their own work and 48.9% of the respondents agree that they can manage their own work.

Table 4.5

Work with co-operate to get work done

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	82	60.7	60.7	60.7
	Agree	50	37.0	37.0	97.8
	Neutral	3	2.2	2.2	100.0
	Total	135	100.0	100.0	

Chart 4.5



Inference:

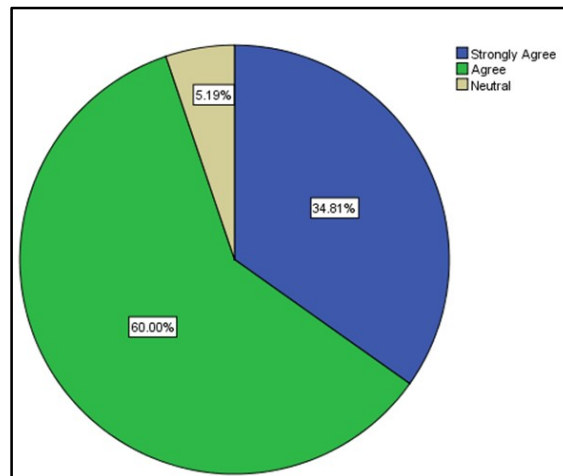
From the above table and graph it is inferred that, 60.7% of the respondents strongly agree that they co-operate to get work done 37% of the employees agree that they work together to get work done, 2.22% of the respondents were neutral.

Table 4.6

Team members have a good Interpersonal skill

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	47	34.8	34.8	34.8
	Agree	81	60.0	60.0	94.8
	Neutral	7	5.2	5.2	100.0
	Total	135	100.0	100.0	

Chart 4.6



Inference:

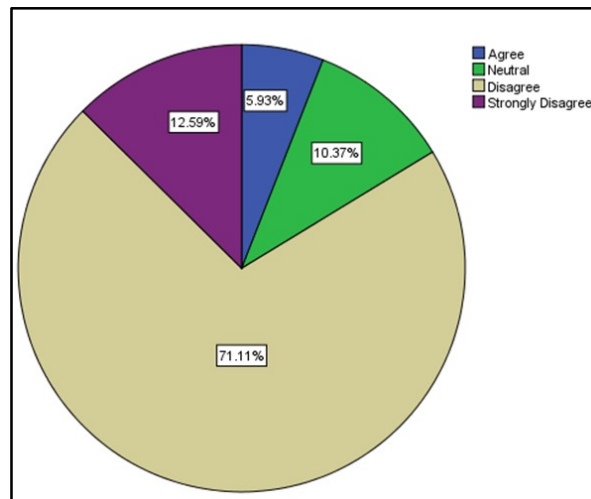
From the above table and graph it is inferred that, 34.8% of the employees strongly agree that team members have good interpersonal skills, 60% of the employees agree that members have good interpersonal skills and 5.19% of the employees were neutral.

Table 4.7

Manager consults me on important matters

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	8	5.9	5.9	5.9
	Neutral	14	10.4	10.4	16.3
	Disagree	96	71.1	71.1	87.4
	Strongly Disagree	17	12.6	12.6	100.0
	Total	135	100.0	100.0	

Chart 4.7



Inference:

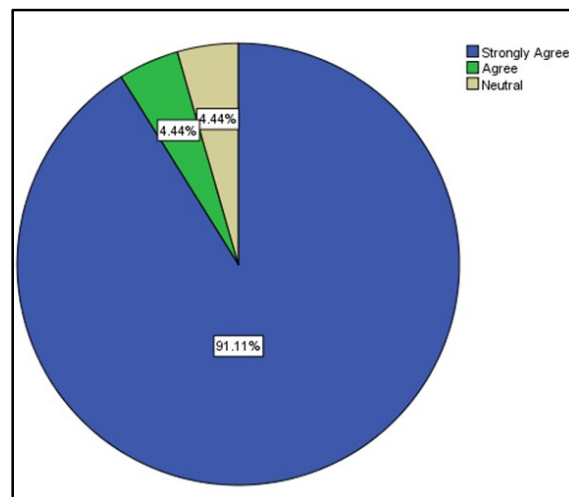
From the above table and graph it is inferred that, 5.9% of the respondents strongly agree that their boss consults for important matter, 10.4% of the employees were neutral, 71.1% of the respondents disagree and 12.6% of the employees strongly disagree that boss consults important matters.

Table 4.8

Skills and abilities are utilized effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	123	91.1	91.1	91.1
	Agree	6	4.4	4.4	95.6
	Neutral	6	4.4	4.4	100.0
	Total	135	100.0	100.0	

Chart 4.8



Inference:

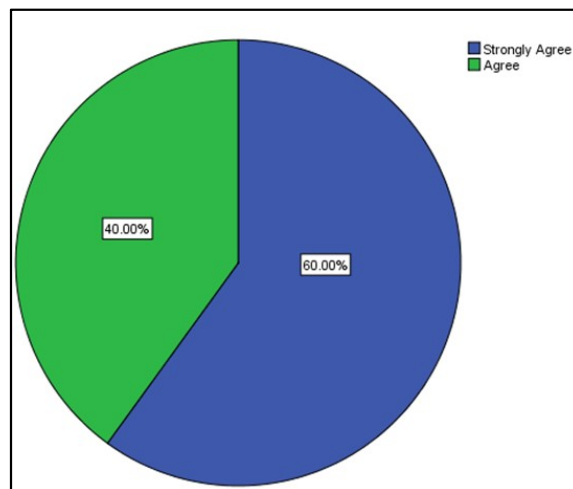
From the above table and graph it is inferred that, 91.1% of the employees strongly agree that skills and ability are utilized effectively, 4.4% of the employees agree that skills are utilized and 4.4% of the employees were neutral.

Table 4.9

Capabilities are important source of competitive advantage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	81	60.0	60.0	60.0
	Agree	54	40.0	40.0	100.0
	Total	135	100.0	100.0	

Chart 4.9



Inference:

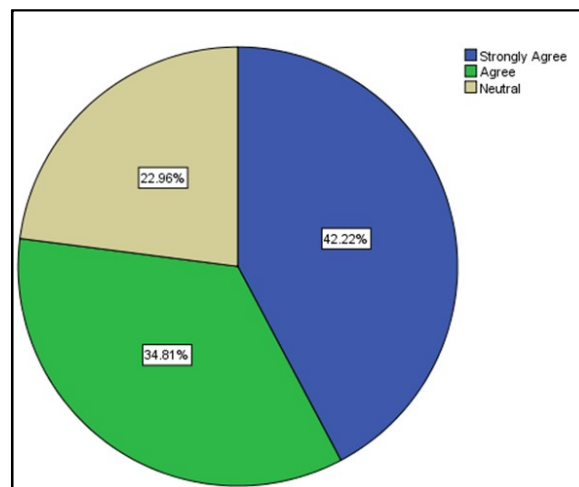
From the above table and graph it is inferred that, 60% of the employees strongly agree that capabilities are important source of competitive advantage and 40% of the employees agree that capabilities are important source of competitive advantage.

Table 4.10

Work related suggestions are valued

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	57	42.2	42.2	42.2
	Agree	47	34.8	34.8	77.0
	Neutral	31	23.0	23.0	100.0
	Total	135	100.0	100.0	

Chart 4.10



Inference:

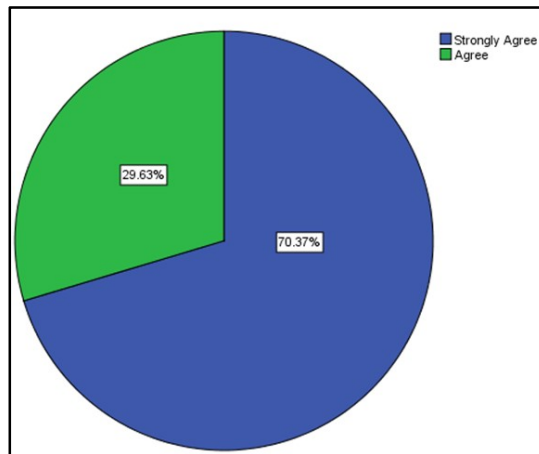
From the above table and graph it is inferred that, 42.2% of the employees strongly agree that work related suggestions are valued, 34.8% of the respondents agree that work related suggestions are valued.

Table 4.11

Organization values diversity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	95	70.4	70.4	70.4
	Agree	40	29.6	29.6	100.0
	Total	135	100.0	100.0	

Chart 4.11



Inference:

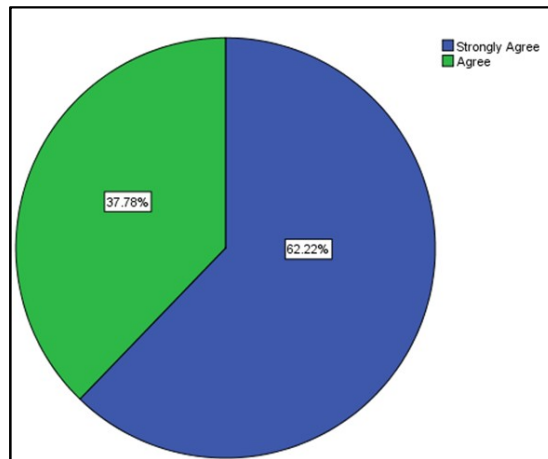
From the above table and graph it is inferred that, 70.4% of the respondents strongly agree that organization values diversity and 29.6% of the respondents agree that organization values diversity.

Table 4.12

There is a clear and consistent set of values

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	84	62.2	62.2	62.2
	Agree	51	37.8	37.8	100.0
	Total	135	100.0	100.0	

Chart 4.12



Inference:

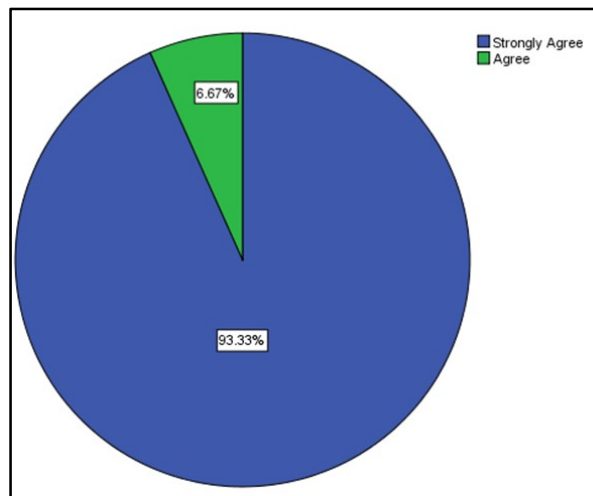
From the above table and graph it is inferred that, 62.2% of the employees strongly agree that there is clear and consistent sets of values and 37.8% of the employees agree that there is a clear and consistent sets of values.

Table 4.13

Work hard to achieve

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	126	93.3	93.3	93.3
	Agree	9	6.7	6.7	100.0
	Total	135	100.0	100.0	

Chart 4.13



Inference:

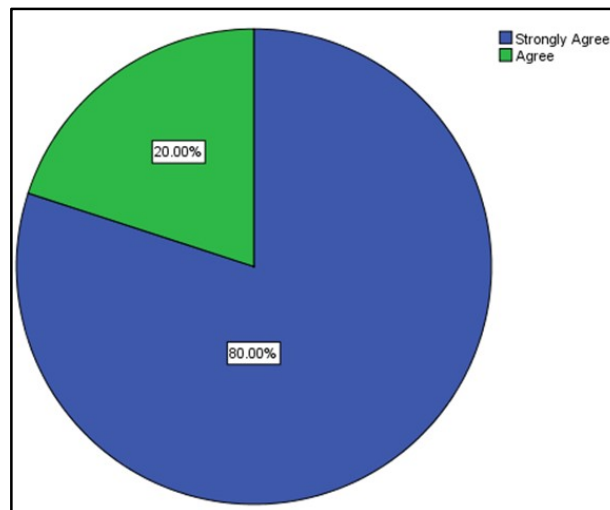
From the above table and graph it is inferred that, 93.3% of the employees strongly agree that they work hard to achieve and 6.7% of the employees agree that they work hard to achieve.

Table 4.14

It is easy to consensus on difficult issues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	108	80.0	80.0	80.0
	Agree	27	20.0	20.0	100.0
	Total	135	100.0	100.0	

Chart 4.14



Inference:

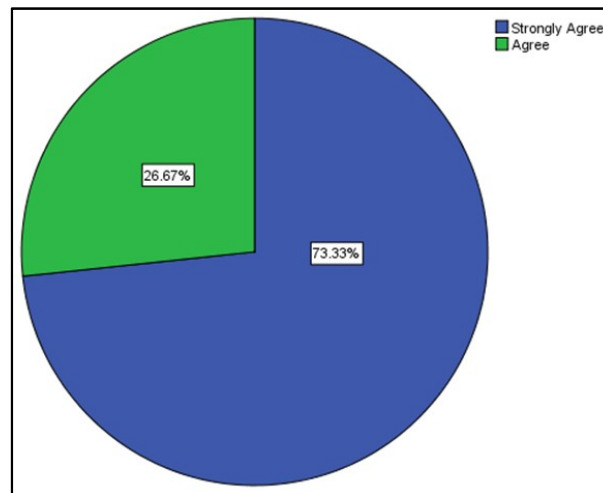
From the above table and graph it is inferred that, 80% of the employees strongly agree that it is easy to consensus on difficult issues and 20% of the employees agree that it is easy to consensus on difficult issues.

Table 4.15

Happy to work with people from other parts of organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	99	73.3	73.3	73.3
	Agree	36	26.7	26.7	100.0
	Total	135	100.0	100.0	

Chart 4.15



Inference:

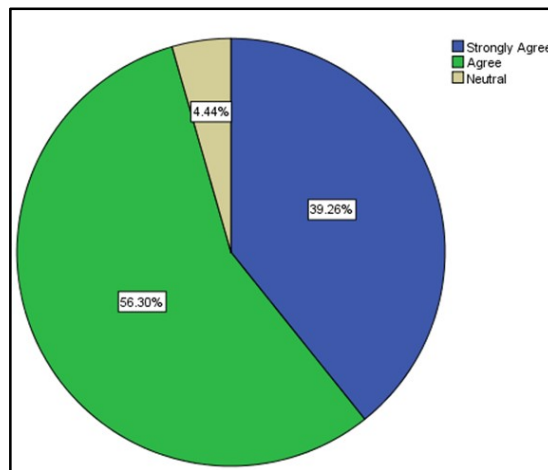
From the above table and graph it is inferred that, 73.7% of the employees strongly agree that they were happy to work with people from other parts of the organization and 26.7% of the employees agree that they were happy to work with people of other parts of organization.

Table 4.16

Easy to coordinate with different departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	53	39.3	39.3	39.3
	Agree	76	56.3	56.3	95.6
	Neutral	6	4.4	4.4	100.0
	Total	135	100.0	100.0	

Chart 4.16



Inference:

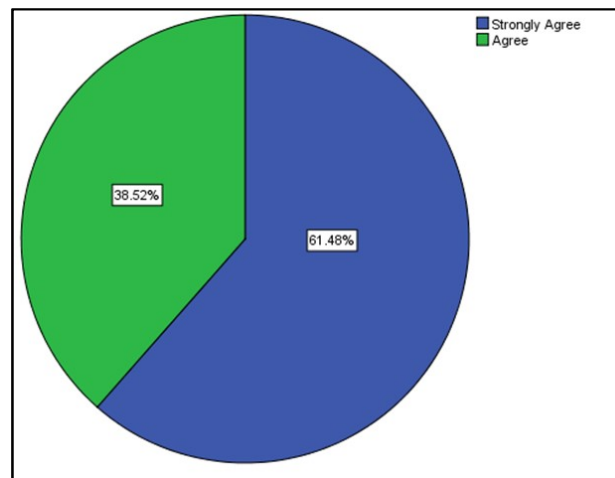
From the above table and graph it is inferred that, 39.3% of the respondents strongly agree that it is easy to coordinate with different departments and 56.3% of the employees agree that it is easy to coordinate with different departments.

Table 4.17

Respond well to organizational changes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	83	61.5	61.5	61.5
	Agree	52	38.5	38.5	100.0
	Total	135	100.0	100.0	

Chart 4.17



Inference:

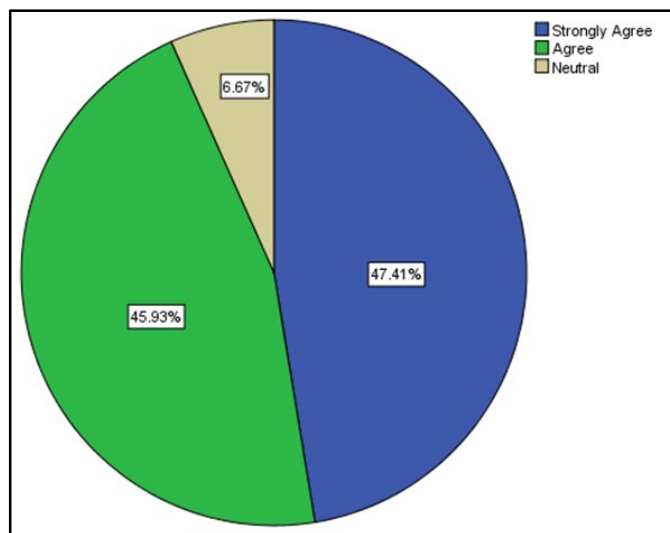
From the above table and graph it is inferred that, 61.5% of the employees strongly agree that they respond to organization changes and 38.5% of the employees agree that they respond to organization change.

Table 4.18

Adopt new and improved ways to work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	64	47.4	47.4	47.4
	Agree	62	45.9	45.9	93.3
	Neutral	9	6.7	6.7	100.0
	Total	135	100.0	100.0	

Chart 4.18



Inference:

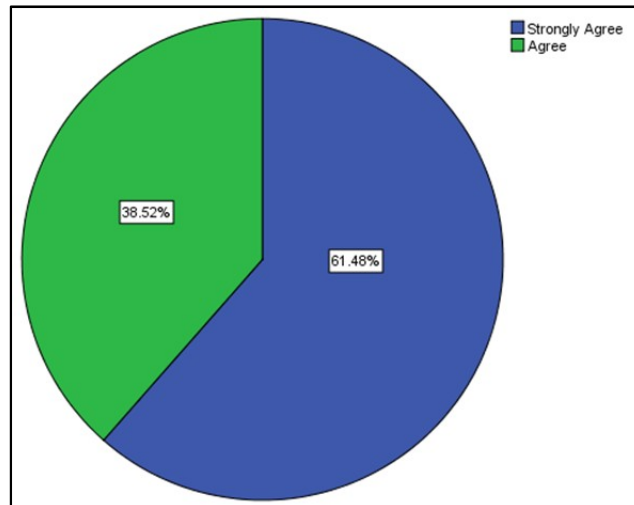
From the above table and graph it is inferred that, 47.4% of the employees strongly agree that they adopt new and improved ways to work and 45.9% of the employees agree that they adopt new and improved ways to work.

Table 4.19

Company's activities won't reflect on clients

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	83	61.5	61.5	61.5
	Agree	52	38.5	38.5	100.0
	Total	135	100.0	100.0	

Chart 4.19



Inference:

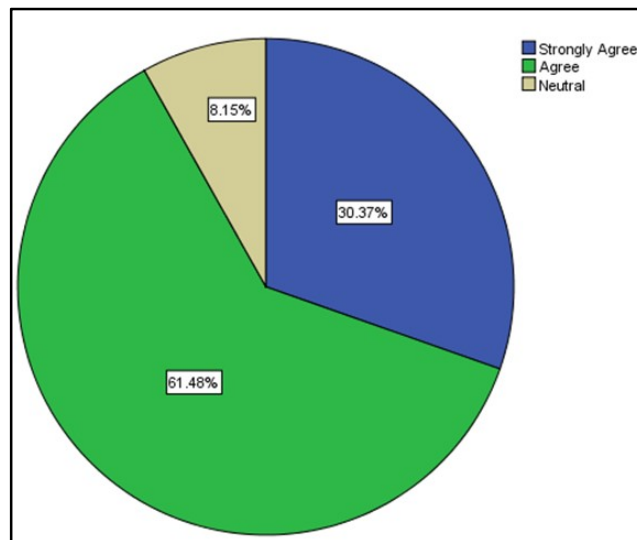
From the above table and graph it is inferred that, 61.5% of employees strongly agree that company activities don't affect the clients and 38.52% of the employees agree that company activities won't affect the clients.

Table 4.20

Have opportunity to improve the skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	41	30.4	30.4	30.4
	Agree	83	61.5	61.5	91.9
	Neutral	11	8.1	8.1	100.0
	Total	135	100.0	100.0	

Chart 4.20



Inference:

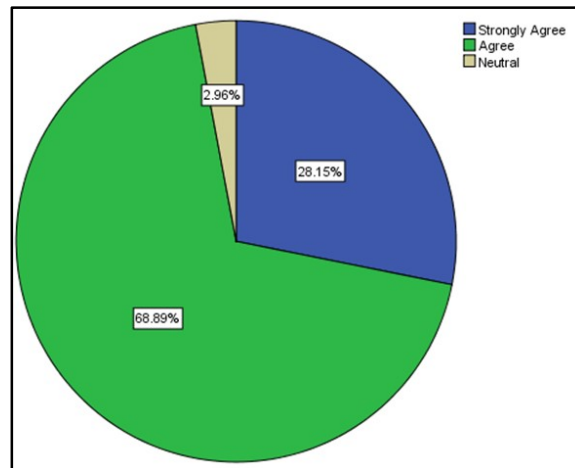
From the above table and graph it is inferred that, 91.95 of the employees agree that they have opportunity to improve the new skills and 8.1% of the employees were neutral.

Table 4.21

View failure as opportunity for learning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	38	28.1	28.1	28.1
	Agree	93	68.9	68.9	97.0
	Neutral	4	3.0	3.0	100.0
	Total	135	100.0	100.0	

Chart 4.21



Inference:

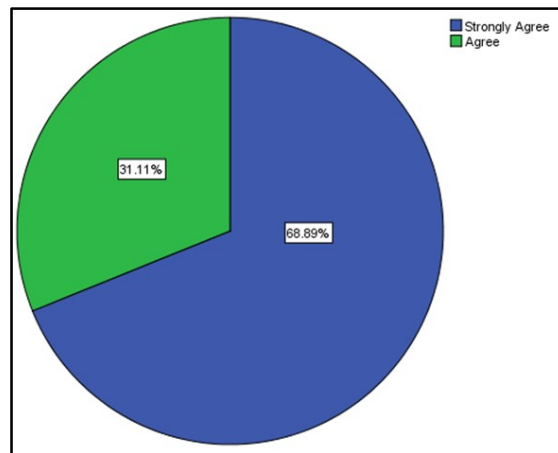
From the above table and graph it is inferred that, 28.1% of the employees strongly agree that they view failure as opportunity for learning, 68.9% of the employees agree that they view failure as opportunity for learning.

Table 4.22

Clear mission gives meaning and direction to work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	93	68.9	68.9	68.9
	Agree	42	31.1	31.1	100.0
	Total	135	100.0	100.0	

Chart 4.22



Inference:

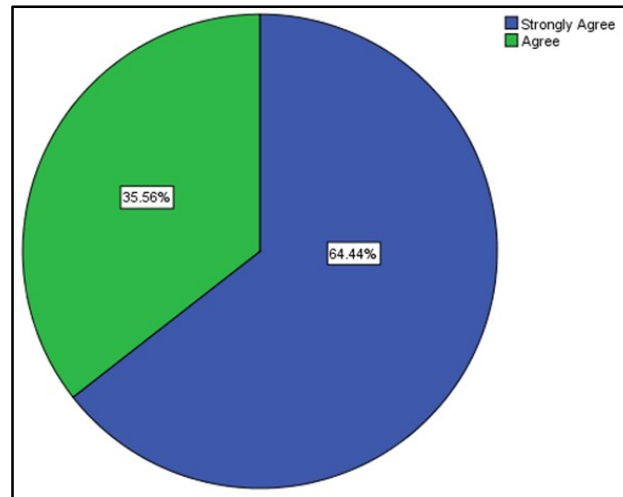
From the above table and graph it is inferred that, 68.9% of the employees strongly agree that mission gives meaning and direction to work and 31.11% of the employees agree that mission gives meaning ad direction to work.

Table 4.23

Clear with Organization long-term purpose

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	87	64.4	64.4	64.4
	Agree	48	35.6	35.6	100.0
	Total	135	100.0	100.0	

Chart 4.23



Inference:

From the above table and graph it is inferred that, 64.4% of the employees strongly agree about the organization long term purpose and 35.6 % of the employees agree the organization long term purpose.

4.2 CHI-SQUARE TEST

Relationship between culture affecting employee & Organization Performance.

Null Hypothesis (H0): There is no significance difference between culture affecting employee & Organization Performance and age of the employees.

Alternative Hypothesis (H1): There is a significance difference between culture affecting employee & Organization Performance and age of the employees.

Table 4.24

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.577 ^a	3	.035
Likelihood Ratio	13.665	3	.003
Linear-by-Linear Association	6.066	1	.014
N of Valid Cases	135		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.40.

Inference:

From the above table, the p- value is 0.03 which is < 0.05 at 5% level of significant. Hence we accept alternative hypothesis (H1) and reject null hypothesis (H0). So, there is a significance difference between culture affecting employee & Organization Performance and age of the employees.

Relationship between employees with their peers

Null Hypothesis (H0): There is no significance difference between gender of employees and working Environment.

Alternative Hypothesis (H1): There is a significance difference between gender of employees and working Environment.

Table 4.25

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	51.920 ^a	2	.000
Likelihood Ratio	68.454	2	.000
Linear-by-Linear Association	7.626	1	.006
N of Valid Cases	135		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 12.63.

Inference:

From the above table, the p- value is 0.00 which is < 0.05 at 5% level of significant. Hence we accept alternative hypothesis (H1) and reject null hypothesis (H0). So, there is a significance difference between gender of employees and working Environment.

4.3 CORRELATION ANALYSIS

Relationship between coordination among employees and the age of the employees.

Null Hypothesis (H0): There is no significance difference between coordination among employees and the age of the employees.

Alternative Hypothesis (H1): There is a significance difference between coordination among employees and the age of the employees.

Table 4.26

Correlations			
		Age	Employee Coordination
Age	Pearson Correlation	1	.706**
	Sig. (2-tailed)		.000
	N	135	135
Employee Coordination	Pearson Correlation	.706**	1
	Sig. (2-tailed)	.000	
	N	135	135

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

Table 4.27

Correlations				
			Age	Employee Coordination
Spearman's rho	Age	Correlation Coefficient	1.000	.600**
		Sig. (2-tailed)	.	.000
		N	135	135
	Employee Coordination	Correlation Coefficient	.600**	1.000
		Sig. (2-tailed)	.000	.
		N	135	135

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

Inference:

From the above table, the Pearson correlation value is 0.706. A positive value, so there is a significance difference between coordination among employees and the age of the employees.

Relationship between Satisfaction level of Employees and Gender of the Employees

Null Hypothesis (H0): There is no significance difference between Satisfaction level of Employees and Gender of the Employees.

Alternative Hypothesis (H1): There is a significance difference between Satisfaction level of Employees and Gender of the Employees.

Table 4.28

Correlations		
	Gender	Satisfaction Level
Gender	Pearson Correlation	1
	Sig. (2-tailed)	.359**
	N	135
Satisfaction Level	Pearson Correlation	.359**
	Sig. (2-tailed)	.000
	N	135

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

Table 4.29

Correlations			Gender	Satisfaction Level
Spearman's rho	Gender	Correlation Coefficient	1.000	.353**
		Sig. (2-tailed)	.	.000
		N	135	135
	Satisfaction Level	Correlation Coefficient	.353**	1.000
		Sig. (2-tailed)	.000	.
		N	135	135

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

Inference:

From the above table, the Pearson correlation value is 0.359. A positive value, so there is a significance difference between Satisfaction level of Employees and Gender of the Employees.

CHAPTER 5

FINDINGS, SUGGESTION AND CONCLUSION

5.1 FINDINGS

- 43.7% of the respondents are between the ages of 24 – 27.
- 60% of the respondents are male .
- 38% of the employees have less than 1 year experience.
- 51% of the respondents strongly agree that they have ability to manage their own work .
- 61% of the respondents strongly agree that they co-operate to get work done .
- 60% of the respondents agree that members have good interpersonal skills.
- 71% of the respondents disagree that boss consults important matters.
- 62% of respondents strongly agree that company activities don't affect the clients .
- 92% of the respondents agree that they have opportunity to improve the new skills.
- 69% of the respondents agree that they view failure as opportunity for learning.
- 69% of the respondents strongly agree that mission gives meaning and direction to work.
- 64% of the respondents strongly agree about the organization long term purpose .
- 80% of the respondents strongly agree that it is easy to consensus on difficult issues.
- 74% of the respondents strongly agree that they were happy to work with people from other parts of the organization.
- There is a significance difference between culture affecting employee & Organization Performance and age of the employees.
- There is a significance difference between gender of employees and working Environment.

- There is a significance difference between coordination among employees and the age of the employees.
- There is a significance difference between Satisfaction level of Employees and Gender of the Employees.

5.2 SUGGESTIONS

- In training programmes practical sessions must receive greater emphasize.
- The management may enhance the frequency of employee's feedback on their performance.
- The employees who belong to committees can participate in decision-making. The management should encourage all the employees to participate in decision-making process.
- For developing Pro action attitude among employees the organization must train the workforce to plan and act according to future challenges or the management of the organization must have employee who can anticipate the future problems and suggest the solution accordingly inadvance.
- To improve collaboration in workforce the manager may organize team building games as games are the best way to build relationships or to amend old ones.
- Regular activities and training may be given to employees to develop team work which will help to create a culture of mutual trust and respect.

5.3 CONCLUSION

The study about the organizational culture and behaviour on employees reveals that the workers were satisfied with their ability, co-operation, team work, involvement, supervisors, utilization of their skills and reward set. Because of this favourable culture the employees show positive behaviors like high involvement, highly commitment to the organization, highly motivated and highly flexible to the organizational changes etc.

It is also found that organizational culture in general and different types such as clan culture ,hierarchy culture have a positive impact on performance and adhocracy has negative impact. Thus according to the study results obtained from the employees working in the organization. They should have a special attention to organizational culture and thereby improve the performance of their employees.

it can be said that organizational culture has a definite effect on employee performance as well as their behavior . Employees could perform better within a proper culture and therefore, this enhances their level of productivity. Furthermore, it has also been seen that employee motivation further augments their productivity and proficiency. This overall increases the profitability of the company. Therefore, it can be said that employees should be subjected to a proper organisational culture that could enhance their productivity.

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- <https://www.slideshare.net/JohnAp3/employee-motivation-for-mba-froject>

ANNEXURE-1 QUESTIONNAIRE

1. Name:
2. Age: a) 20-23 b) 24-27 c) 28-31 d) 32-35 e) above 35
3. Gender: a) Male b) Female
4. Years of Experience:
 - a) Less than 1 Year b) 1Year c) 2Years d) 3 Year e) 4 Years

SI NO	ORGANIZATIONAL CULTURE AND ITS IMPACT	SA	A	N	D	SD
5	I have the ability to manage my own work					
6	The people I work with cooperate to get work done					
7	My team members have a good interpersonal relationship with me					
8	My manager consults me on important matters					
9	My skills and abilities are utilized effectively by the company					
10	My capabilities are viewed as an important source of competitive advantage					
11	My work related suggestions are valued					
12	The organization values diversity					
13	There is a clear and consistent set of values					
14	When disagreements occur, I work hard to achieve the target					
15	It is easy for me to reach consensus, even on					

	difficult issues					
16	I feel happy to work with people from other parts of the organization					
17	It is easy for me to coordinate with different departments of the organization					
18	I respond well to the organizational changes					
19	I continually adopt new and improved ways to do work					
20	The company's current activities reflect a strong focus on clients					
21	I am given a real opportunity to improve my skills in this organization					
22	I view failure as an opportunity for learning and improvement					
23	There is a clear mission that gives meaning and direction to my work					
24	I am clear with the organizations long-term purpose and direction					

**A STUDY ON ORGANIZATIONAL CULTURE AND ITS IMPACT
ON EMPLOYEE BEHAVIOUR IN SAKTHI FERRO ALLOYS
(INDIA) PRIVATE LIMITED, CHENNAI**

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I. ABSTRACT:

The main objective of the study is to find the overall performance of the employees. The research design used in this study is descriptive research design. Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees' point-of-view and also to assess their behaviours with respect to that of the existing culture.

KEY WORDS:

Employees Performance, Strategies, Motivation of Employee, Goal oriented, Employee Relationship.

II. INTRODUCTION:

Organizational development is depends on analysis and identification of the factors that conclude the effectiveness of the organization. Organizations and managers are willing to get employees commitment, which leads to improve the productivity. Management would like to introduce employee with norm, values and objectives of the organization which is importance to understand the organizational culture. It should be needed that culture of the organization should be developed in a way to improve the style of employee's performance and continuous develop the quality awareness.

INDUSTRY PROFILE:

India was the world's second-largest producer of crude steel, with an output of 9.8 MT. In FY22 (till January), the production of crude steel and finished steel stood at 98.39 MT and 92.82 MT, respectively. In FY22, crude steel production in India is estimated to increase by 18%, to reach 120 million tons, driven by rising demand from customers. The growth in the Indian steel sector has been driven by the domestic availability of raw materials such as iron ore and cost-effective Labour. Consequently, the steel sector has been a major contributor to India's manufacturing output.

COMPANY PROFILE:

Sakthi Ferro Alloys (India) Private Limited is a Non- Govt company, incorporated on 29 Mar, 2005. It's a private unlisted company and is classified as company limited by shares. The Sakthi Group began its journey in the year 1984 as a trading company in Chennai, Tamil Nadu. Founded in the year 1984, the group today is well diversified with interests in steel, logistics, warehousing and industrial parks development. The ₹18 billion group presently employs over 800 people across South India. Under the able leadership of Mr K.A. Anand, the group is poised to become one of the significant contributors to the building of the new India.

III. REVIEW OF LITERATURE

M.Sujatha et al (2018) says organizations are among the key units of the society. During their establishment and development, a specific kind of organizational culture eventually appears. The purpose of organizational culture is to improve solidarity and cohesion, and to stimulate employees' enthusiasm and creativity to improve the organization's economic efficiency.

EkpenyongNkereuwem Stephen et al (2016) 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 .

Tianyaet al (2015) explains organizations are among the key units of the society. During their establishment and development, a specific kind of organizational culture eventually appears. The purpose of organizational culture is to improve solidarity and cohesion, and to stimulate employees' enthusiasm and creativity to improve the organization's economic efficiency/

SuneetSoniet al (2018) consider a robust indicator of outcomes that are highly valued by any business in any sector of the industry. Therefore, employee engagement and effectiveness could prove to be an excellent parameter to assess the health of the organization as such with regards to satisfaction, innovation, commitment, retention and productivity.

Rajeshwari et al (2020) studies shades and evaluates to know the performance of organizational culture and how job satisfaction is impacted towards it. The objective of this study is to examine and measure of organizational culture.

IV. OBJECTIVES

- To study how the culture affecting employee & Organization Performance.
- To analyze the overall performance of the employees.
- To learn the employee relationship with their peers.
- To know the employees work comfortability towards work environment.
- To know the coordination between employers and employees.

V. METHODOLOGY

RESEARCH DESIGN

Research design is a detailed outline of how an investigation will take place. It will typically include how data will be collected, what instruments will be employed, how the instruments will be used and the intended means for analyzing data collected.

SOURCE OF DATA

Primary data

Data collected through with the help of questionnaire, each question in the questionnaire must satisfy the objective of the study.

Secondary data

Secondary data are those which have been collected by some other persons for his purpose and published secondary data collected through journals and annual report of the company.

SAMPLING DESIGN:

Convenience sampling is adopted to collect data from the respondents. A Convenience sampling method is one of the main type of non-probability sampling methods. A convenience sample is made up of people who are easy to reach. The approach, where only a few units of population under study are considered for analysis is called sampling method. The sampling method adopted for the study is convenience sampling under non-probability sampling.

STATISTICAL TOOL:

PERCENTAGES:

Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Percentages are used in making comparison between two or more series of data. Percentage are used to describe relationships, it is expressed as, $\text{Percentage} = (\text{no of employees} / \text{Total no of employees}) * 100$.

CHI-SQUARE TEST:

A chi-square test, also referred to as chi-square test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-square distribution as closely as desired by making the sample size large enough.

AREA OF RESEARCH:

SAMPLE SIZE:

The data is collected from 135 respondents, who are employees of Sakthi ferro alloys (india) Pvt Ltd.

PERIOD OF STUDY:

The period of study is from January 2023 to April 2023

HYPOTHESIS QUESTIONS:

CHI-SQUARE TEST:

Null Hypothesis (H0): There is no significance difference between culture affecting employee & Organization Performance and age of the employees.

Alternative Hypothesis (H1): There is a significance difference between culture affecting employee & Organization Performance and age of the employees.

LIMITATIONS OF THE STUDY:

- The workers were busy with their work therefore they could not give enough time for the interview's the personal biases of the respondents might have entered into their response.
- It is not assured that the responses from all the respondents are true as some of them may like to tell the incorrect information.

DATA ANALYSIS:

PERCENTAGE ANALYSIS

Skills and abilities are utilized effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	123	91.1	91.1	91.1
	Agree	6	4.4	4.4	95.6
	Neutral	6	4.4	4.4	100.0
	Total	135	100.0	100.0	

Inference:

From the above table and graph it is inferred that, 91.1% of the employees strongly agree that skills and ability are utilized effectively, 4.4% of the employees agree that skills are utilized and 4.4% of the employees were neutral.

CHI-SQUARE ANALYSIS:

Relationship between culture affecting employee & Organization Performance.

Null Hypothesis (H0): There is no significance difference between culture affecting employee & Organization Performance and age of the employees.

Alternative Hypothesis (H1): There is a significance difference between culture affecting employee & Organization Performance and age of the employees.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.577 ^a	3	.035
Likelihood Ratio	13.665	3	.003
Linear-by-Linear Association	6.066	1	.014
N of Valid Cases	135		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.40.

Inference:

From the above table, the p-value is 0.03 which is < 0.05 at 5% level of significant. Hence we accept alternative hypothesis (H1) and reject null hypothesis (H0). So, there is a significance difference between culture affecting employee & Organization Performance and age of the employees.

VI. SUMMARY OF FINDINGS:

- 43.7% of the respondents are between the ages of 24 – 27.
- 60% of the respondents are male .
- 38% of the employees have less than 1 year experience.
- 51% of the respondents strongly agree that they have ability to manage their own work .
- 61% of the respondents strongly agree that they co-operate to get work done .
- 60% of the respondents agree that members have good interpersonal skills.
- 71% of the respondents disagree that boss consults important matters.
- 62% of respondents strongly agree that company activities don't affect the clients .
- 92% of the respondents agree that they have opportunity to improve the new skills.
- 69% of the respondents agree that they view failure as opportunity for learning.
- 69% of the respondents strongly agree that mission gives meaning and direction to work.
- 64% of the respondents strongly agree about the organization long term purpose .
- 80% of the respondents strongly agree that it is easy to consensus on difficult issues.
- 74% of the respondents strongly agree that they were happy to work with people from other parts of the organization.

VII. CONCLUSION:

The study about the organizational culture and behaviour on employees reveals that the workers were satisfied with their ability, co-operation, team work, involvement, supervisors, utilization of their skills and reward etc. Because of this favourable culture the employees show positive behaviors like high involvement, highly commitment to the organization, highly motivated and highly flexible to the organizational changes etc.

VIII. REFERENCE:

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