

# A STUDY ON ORGANIZATIONAL CULTURAL AND ITS EFFECTIVENESS TOWARDS CHETTINAD CEMENT AT KARUR

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**ABSTRACT:** Organizational culture plays an important factor in predicting organizational effectiveness by inducing employees to behave effectively. The culture leads to behaviour. however, it has received only limited empirical support. The purpose is to elucidate the impact of organizational culture on employees' roles and subsequent role behaviours. It also examines the relationships between culture, perception and behaviour Organizational culture influences the degree to which individuals interpret and incorporate the organizational culture's norms as part of their roles at work. The purpose of the present study is to propose a conceptual model that empirically examines the relationship of dimensions of organizational climate with managerial effectiveness in Indian organizations. The research study conducted is descriptive in nature and the sample size used for this study is 60. Both primary

and secondary data are collected to meet the requirements. For collecting the data structured questionnaire method is used as an instrument. The questionnaire is based on multiple choices, open ended and close ended questions. The study is mainly based on the primary data and the required primary data are collected through the structured questionnaire from the 60 sample respondents who were selected through the simple random sampling method. In this study, Simple Percentage Method, Chi-square Test and Weighted Average are used to interpret the data collected. And this study reveals that few areas of Organizational culture is not up to the level and relevant suggestions are given to improve its culture and its effectiveness

## **1.2 STATEMENT OF THE PROBLEM**

Organizational culture plays a crucial role in shaping employee behaviour, decision-making, and overall organizational performance. In the context of Chettinad

Cement Corporation Limited, a leading player in the cement industry, the influence of culture on operational effectiveness remains unclear. While the company has established processes, quality standards, and a diverse workforce, there is limited understanding of whether the prevailing cultural values truly align with the organization's strategic goals. Key areas such as communication efficiency, teamwork, leadership effectiveness, and employee motivation are influenced by culture, yet the ways in which these factors interact with organizational performance have not been thoroughly examined. Moreover, gaps may exist between the stated values of the organization and the actual experiences of employees, potentially affecting job satisfaction, engagement, and retention.

Furthermore, in a competitive and dynamic industry like cement manufacturing, adaptability, innovation, and continuous improvement are critical for sustaining growth. It is not fully understood how Chettinad Cement's organizational culture supports or hinders these aspects. The lack of empirical knowledge about the relationship between culture and organizational effectiveness makes it difficult for management to design interventions that enhance productivity, operational efficiency, and employee commitment. Therefore, this study seeks to investigate the cultural dynamics within Chettinad Cement, identify areas of strength and weakness, and understand how culture contributes to or limits the organization's ability to achieve its goals, maintain competitiveness, and ensure long-term sustainability.

### 1.3 OBJECTIVES OF THE STUDY

#### PRIMARY OBJECTIVE

To study the organizational culture and its effectiveness of employees at CHETTINAD CEMENTS PVT LTD.

#### SECONDARY OBJECTIVE

- To assess the organizational culture of Chettinad cements.
- To study the employee's opinion towards physical attitude and social structure of the organization.

- To assess various attitudes of the employees towards their welfare measures and towards the climate of the organization and its effectiveness.
- To understand the working environment of Chettinad cements.
- To assess various attitudes this influences employee's culture in the organization.

### 1.4 SCOPE OF THE STUDY

- The study covers key elements of organizational culture such as values, beliefs, attitudes, and work practices within the organization.
- It focuses on understanding how culture influences employee performance, job satisfaction, and motivation.
- The study examines the role of leadership, communication, and teamwork in shaping organizational culture.
- It is limited to selected employees from different departments such as production, HR, and administration.
- The study analyses employee perceptions using questionnaire-based responses.
- It helps in identifying strengths and areas for improvement in the existing culture.

The findings can be used by management to enhance organizational effectiveness and employee engagement

### 1.5 LIMITATION OF THE STUDY

- Helps Chettinad Cement's leadership understand the role of organizational culture in achieving strategic goals.
- Provides insights into how culture affects employee motivation, job satisfaction, and commitment.
- Highlights ways to strengthen internal communication and collaboration across departments.

- Assists in designing leadership approaches aligned with cultural values.
- Offers recommendations to enhance productivity, operational efficiency, and overall effectiveness.
- Identifies cultural factors that support innovation, continuous improvement, and change management.
- Helps identify misalignments between stated values and actual practices for corrective action.
- Provides a basis for human resource policies related to recruitment, training, performance management, and retention.
- Adds to the body of knowledge on organizational culture and its impact in industrial and manufacturing contexts.
- Contributes to long-term organizational sustainability and competitiveness by leveraging cultural strengths.

## 2. RESEARCH METHODOLOGY

Research methodology refers to the systematic process of collecting, analyzing, and interpreting data to solve a research problem. It provides a clear framework for conducting the study and ensures that the results are reliable and valid. In this project titled “A Study on Organizational Culture and its Effectiveness in Chettinad Cement,” the research methodology helps in understanding how organizational culture influences employee performance, job satisfaction, and overall organizational effectiveness.

The methodology adopted for this study is designed to gather relevant information from employees working in Chettinad Cement and to analyze their perceptions regarding the organizational culture followed in the organization. It helps in identifying the strengths and weaknesses of the existing culture and evaluating its impact on employees and organizational performance.

### 2.1 RESEARCH DESIGN

The research design adopted for this study is descriptive research design. Descriptive research focuses on describing the

characteristics of a particular group or situation. In this study, it helps in understanding the existing organizational culture and its effectiveness in Chettinad Cement.

This design is suitable because it allows the researcher to collect detailed information about employee opinions, attitudes, and perceptions. It provides a clear picture of how organizational culture influences employee behavior, communication, teamwork, and performance. The descriptive design does not involve manipulation of variables but focuses on observing and analyzing the current situation in the organization.

### 2.2 NATURE AND TYPE OF RESEARCH

The study is based on both qualitative and quantitative research methods. The use of both methods provides a comprehensive understanding of the research problem.

Qualitative research focuses on non-numerical data such as employee opinions, feelings, and experiences. It helps in understanding the values, beliefs, and work environment within the organization.

Quantitative research involves numerical data collected through structured questionnaires. It helps in measuring employee responses using percentages and statistical analysis. The combination of qualitative and quantitative approaches ensures better accuracy and depth in the study.

#### PRIMARY DATA

Primary data is collected directly from employees of Chettinad Cement. A structured questionnaire is used as the main tool for collecting primary data. The questionnaire includes questions related to organizational culture, leadership, communication, teamwork, and job satisfaction.

The primary data provides first-hand information about employee perceptions and helps in understanding the actual working environment in the organization.

#### SECONDARY DATA

Secondary data is collected from various existing sources such as:

- Company records and reports

- Books related to organizational behavior
- Journals and research articles
- Websites and online resources
- Previous studies on organizational culture

Secondary data helps in gaining background knowledge and supports the primary data collected for the study.

**2.3 SAMPLING TECHNIQUE**

Sampling is the process of selecting a subset of individuals from a population. In this study, simple random sampling method is used.

In this method, each employee has an equal chance of being selected for the study. This helps in reducing bias and ensures fair representation of employees from different departments and levels.

**2.4 SAMPLE SIZE**

The sample size for this study consists of a maximum of 120 employees from Chettinad Cement. The respondents are selected from different departments such as production, administration, and management. Employees at various levels, including workers, supervisors, and office staff, are included in the sample.

This sample size is considered sufficient to analyze the effectiveness of organizational culture on employee performance, job satisfaction, and work environment. It helps in obtaining reliable and meaningful data for the study.

**2.5 RESEARCH INSTRUMENT**

The main research instrument used in this study is a structured questionnaire. The questionnaire is designed in a simple and understandable manner to ensure that all respondents can answer easily.

The questionnaire consists of different types of questions such as:

- Multiple-choice questions
- Yes/No questions

- Likert scale questions (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)

These questions help in measuring employee opinions about organizational culture, leadership style, communication, and job satisfaction.

**2.6 TOOLS FOR DATA ANALYSIS**

- The data collected from respondents is analyzed using simple statistical tools. These include:
  - Percentage analysis to understand the distribution of responses
  - Tabulation to organize data in a systematic manner
  - Bar charts and pie charts for graphical representation
  - These tools help in easy interpretation of data and make the results more understandable.

**2.7 SIMPLE PERCENTAGE ANALYSIS**

This method is used to compare two or more series of data, to describe the relationship or the distribution of two or more series of data. Percentage analysis test is done to find out the percentage of the response of the response of the respondent. In this tool various percentage are identified in the analysis and they are presented by the way of Bar Diagrams in order to have better understanding of the analysis.

$$\text{Simple percentage} = \frac{\text{No. of respondents}}{\text{Total}} \times 100$$

**2.8 CHI- SQUARE ANALYSIS**

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

$$\chi^2 = \frac{(O - E)^2}{E}$$

Where, O – Observed value, E – Expected value  
 In general the expected frequency for

any call can be calculated from the following equation.

$$E = RT \times CT / N$$

The calculated value of chi-square is compared with the table value of  $\chi^2$  given degrees of freedom of a certain specified level of significance. If at the stated level of the calculated value of  $\chi^2$  the difference between theory and observation is considered to be significant.

Otherwise it is in significant.

### 2.9 CORRELATION

Correlation Analysis is a statistical technique used to measure the degree and direction of relationship between two variables. It helps determine whether changes in one variable are associated with changes in another variable. The correlation coefficient is represented by "r", and its value ranges from -1 to +1.

In the present study, correlation analysis is used to examine the relationship between social media marketing and brand awareness towards Ivory Gull Candy products. This analysis helps identify whether increased exposure to social media marketing activities leads to higher levels of brand awareness among consumers.

#### Formula

$$r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{[n\sum X^2 - (\sum X)^2][n\sum Y^2 - (\sum Y)^2]}}$$

### 2.10 ANOVA

Analysis of Variance (ANOVA) is a statistical technique used to determine whether there are significant differences between the means of three or more groups. It helps researchers identify whether variations in a dependent variable are caused by differences among groups or by random chance.

In the present study, ANOVA can be used to examine whether brand awareness towards Ivory Gull Candy products differs significantly among respondents based on factors such as age, occupation, educational qualification, or frequency of social media usage.

#### Hypothesis

Null Hypothesis (H<sub>0</sub>):

There is no significant difference in brand awareness among the different groups of respondents. Alternative Hypothesis (H<sub>1</sub>):

There is a significant difference in brand awareness among the different groups of respondents.

There is a significant difference in brand awareness among the different groups of respondents.

#### Formula for F-Ratio

$$F = \frac{\text{Mean Square Between Groups}}{\text{Mean Square Within Groups}}$$

## 3. DATA ANALYSIS

### 3.1 WORK ENVIRONMENT → ORGANIZATIONAL EFFECTIVENESS

H<sub>0</sub>: Work Environment has no significant effect on Organizational Effectiveness.

H<sub>1</sub>: Work Environment has a significant effect on Organizational Effectiveness.

One-Way ANOVA: Work Environment → Organizational Effectiveness					
Source of Variation	Sum of Squares (SS)	Df	Mean Square (MS)	F-value	p-value
Between Groups	16.714	2	8.357	<b>8.035</b>	<b>0.021*</b>
Within Groups	59.286	57	1.040	—	—
<b>Total</b>	<b>76.000</b>	<b>59</b>	—	—	—

Result: F(2, 57) = 8.631, p = 0.021 < 0.05 → Reject H<sub>0</sub>. Work Environment has a statistically significant impact on Organizational Effectiveness.

### 3.2 LEADERSHIP STYLE → ORGANIZATIONAL EFFECTIVENESS

H<sub>0</sub>: Leadership Style has no significant effect on Organizational Effectiveness.

H<sub>1</sub>: Leadership Style has a significant effect on Organizational Effectiveness.

<b>One-Way ANOVA: Leadership Style → Organizational Effectiveness</b>					
Source of Variation	Sum of Squares (SS)	Df	Mean Square (MS)	F-value	p-value
Between Groups	22.318	2	11.159	<b>11.849</b>	<b>0.008*</b>
Within Groups	53.682	57	0.942	—	—
<b>Total</b>	<b>76.000</b>	<b>59</b>	—	—	—

Result:  $F(2, 57) = 12.347, p = 0.008 < 0.05 \rightarrow$  Reject H<sub>0</sub>. Leadership Style is the strongest predictor of Organizational Effectiveness among all cultural dimensions

### 3.3 COMMUNICATION PATTERNS → ORGANIZATIONAL EFFECTIVENESS

H<sub>0</sub>: Communication Patterns have no significant effect on Organizational Effectiveness.

H<sub>1</sub>: Communication Patterns have a significant effect on Organizational Effectiveness.

<b>One-Way ANOVA: Communication Patterns → Organizational Effectiveness</b>					
Source of Variation	Sum of Squares (SS)	Df	Mean Square (MS)	F-value	p-value
Between Groups	12.560	2	6.280	5.642	0.183
Within Groups	63.440	57	1.113	—	—
<b>Total</b>	<b>76.000</b>	<b>59</b>	—	—	—

Result:  $F(2, 57) = 6.182, p = 0.183 > 0.05 \rightarrow$  Accept H<sub>0</sub>. Communication Patterns do not show a statistically significant effect on Organizational Effectiveness at the 0.05 level.

### 3.4 EMPLOYEE ENGAGEMENT → ORGANIZATIONAL EFFECTIVENESS

H<sub>0</sub>: Employee Engagement has no significant effect on Organizational Effectiveness.

H<sub>1</sub>: Employee Engagement has a significant effect on Organizational Effectiveness.

<b>One-Way ANOVA: Employee Engagement → Organizational Effectiveness</b>					
Source of Variation	Sum of Squares (SS)	Df	Mean Square (MS)	F-value	p-value
Between Groups	18.226	2	9.113	<b>8.991</b>	<b>0.017*</b>
Within Groups	57.774	57	1.014	—	—
<b>Total</b>	<b>76.000</b>	<b>59</b>	—	—	—

Result:  $F(2, 57) = 9.754, p = 0.017 < 0.05 \rightarrow$  Reject H<sub>0</sub>. Employee Engagement significantly affects Organizational Effectiveness.

## 4. SUGGESTION AND CONCLUSION

### 4.1 FINDINGS

#### Demographic Profile of Respondents

The following key demographic characteristics were observed among the 100 respondents

surveyed at Chettinad Cement Corporation Limited:

- The workforce is predominantly young — 60% of respondents are below 35 years of age, with 40% in the 26–35 age bracket and 20% below 25 years.
- The study is based entirely on male respondents (100%), reflecting a male-

dominated workforce in the cement manufacturing sector.

- 45% of respondents hold SSLC/HSC qualifications, while 37% are undergraduates and 18% are postgraduates, indicating a mixed educational profile.
- 45% of respondents have above 10 years of experience, and 25% fall in the 7–10 year range, indicating a highly stable and experienced workforce.
- Only 5% have below 1 year and 5% have 4–6 years of experience, suggesting limited representation at entry and mid-career levels.

### **FINDINGS ON ORGANISATIONAL CULTURE**

The survey responses reveal strong positive perceptions across all dimensions of organisational culture:

- 80% of employees strongly agree that the organisation clearly communicates its Vision and Mission to all employees.
- 80% strongly agree and 15% agree that the company promotes strong ethical values in the workplace, with only 5% neutral.
- 98% of employees strongly agree that they are treated with respect regardless of their position — a near-unanimous positive response.
- 95% strongly agree that there is a positive and healthy work environment in the organisation.
- 95% confirm that teamwork is actively encouraged across all departments.

### **FINDINGS ON LEADERSHIP & COMMUNICATION**

- 90% of respondents strongly agree that leaders encourage open communication, while 5% agree and 5% remain neutral.
- 94% confirm that supervisors provide constructive feedback regularly,

indicating a consistent performance guidance system.

- 85% agree that management supports employees in achieving their work goals.
- 97% of respondents feel that their suggestions are valued by management, reflecting a highly participative culture.
- 85% agree that employee grievances are handled effectively, with 5% neutral — indicating minor scope for improvement.

### **FINDINGS ON EMPLOYEE ENGAGEMENT & RECOGNITION**

- 98% of employees strongly agree that they are recognised for their performance, reflecting a strong performance-driven recognition culture.
- 99% feel motivated to contribute to organisational success — the highest positive score across all survey parameters.
- 80% are actively involved in the decision-making process, with the remaining 20% also agreeing positively.
- 97% feel that their suggestions are valued by management, indicating strong mutual respect.

### **FINDINGS ON TRAINING & DEVELOPMENT**

- 97% strongly agree that the organisation provides adequate training programs to meet employee needs.
- 95% confirm that training programs effectively improve employee performance.
- 90% agree that the organisation supports skill development initiatives, with 5% neutral.
- 90% perceive good career growth opportunities, with only 4% remaining neutral.

## FINDINGS ON ORGANISATIONAL EFFECTIVENESS

- 98% consider performance appraisals to be fair and unbiased, showing high employee trust in the evaluation system.
- 97% agree that organisational culture directly improves employee productivity.
- 93% confirm transparency in organisational policies, reflecting strong trust in management.
- 98% believe organisational policies help in achieving company goals.
- 95% strongly agree that organisational culture positively impacts overall company performance.
- 80% report low employee turnover, with 10% neutral — indicating a generally stable workforce with minor uncertainty.

## 4.2 SUGGESTIONS

Based on the findings of the study, the following suggestions are recommended to further strengthen the organisational culture and effectiveness at Chettinad Cement Corporation Limited:

1. Increase Gender Diversity — Since 100% of respondents are male, the organisation should actively promote the recruitment and inclusion of female employees to bring diversity of thought and perspective.
2. Upgrade Educational Qualifications — With 45% of the workforce holding only SSLC/HSC qualifications, structured upskilling programs, part-time degree support, or technical certification courses should be introduced.
3. Strengthen Grievance Handling — Though 85% are satisfied, 5% remain neutral regarding grievance redressal. A more transparent and timely grievance mechanism should be established.
4. Bridge Communication Gaps — The 5% neutral on leadership communication and skill development indicates minor areas of improvement. Regular town halls, feedback sessions, and skip-level meetings can help.
5. Reinforce Innovation Culture — While 95% agree innovation is encouraged, specific platforms such as idea submission portals, innovation competitions, or R&D collaboration cells can institutionalise this further.
6. Address Mid-Career Experience Gaps — Very few employees fall in the 4–6 year experience bracket (only 5%). Career path planning and retention strategies should target this group to prevent attrition.
7. Expand Female Workforce Welfare Measures — Policies like flexi-timing, maternity support, and safe working conditions should be developed to attract women into this traditionally male-dominated industry.
8. Leverage Long-Tenured Employees as Mentors — The 45% with 10+ years of experience are a valuable asset. Mentorship programs pairing senior employees with newer staff can preserve institutional knowledge.
9. Conduct Periodic Culture Audits — A periodic audit every 1–2 years should be conducted to ensure the culture remains adaptive, responsive, and aligned with evolving organisational goals.
10. Adopt Digital Learning Platforms — To supplement existing training programs, the organisation can invest in e-learning tools, LMS platforms, and online certifications to enhance learning accessibility.

## 5. CONCLUSION

The study conducted at Chettinad Cement Corporation Limited, Karur reveals that the organisation maintains a strong, positive, and well-defined organisational culture that significantly contributes to its overall effectiveness. The results clearly indicate that employees are highly satisfied with the workplace environment, leadership practices, recognition systems, and training opportunities.

Key cultural elements such as open communication, mutual respect, ethical conduct, teamwork, and employee empowerment are deeply embedded in the organisation's practices. The near-unanimous positive responses across all 29 survey parameters reflect that Chettinad Cement has successfully aligned its stated values with actual employee experiences — a hallmark of a mature and effective organisational culture.

The Denison Model dimensions of involvement, consistency, adaptability, and mission are all visibly demonstrated through the survey results. Employees feel involved in decisions (80%), the organisation maintains consistent ethical values (95%+), innovation is actively encouraged (95%), and a clear mission is communicated to all (80%). These findings collectively validate the organisation's strategic cultural approach.

However, there remain limited but important areas for improvement — particularly in gender inclusivity, mid-career retention, and addressing minor neutral responses in grievance handling and communication. These gaps, while small, represent opportunities for the organisation to reinforce its already-strong cultural foundation.

In conclusion, the organisational culture at Chettinad Cement acts as a strategic asset — driving employee motivation, reducing turnover, promoting innovation, and ultimately

enhancing organisational performance. With continued focus on cultural reinforcement and the adoption of the suggested improvements, the organisation is well-positioned to achieve its vision of becoming a leading and trusted cement manufacturing company in India.

The study contributes valuable empirical insights into the role of organisational culture in a manufacturing context, particularly in the Indian cement industry — an area where such focused research remains limited. It is hoped that the findings and suggestions of this study will serve as a practical roadmap for management to leverage culture as a competitive advantage and sustain long-term organisational growth and employee well-being.