

Caltex Australia Company Analysis

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Executive Summary

This case study research-based report exhibits the identification and evaluation of the different stakeholders of the organization using the power and interest matrix, stakeholder analysis matrix, and stakeholder engagement assessment. In addition, this report shows the demonstration of critical analyzation and description of different learnings at an individual and organizational level. Also, the application of behaviours, attitudes, and traits based on the theories and practices will illustrate in this report how the organization's behaviours, attitudes, and traits are socially and culturally acceptable in accordance with the code of ethics. Moreover, this report explicitly imparts and expounds on the strategies to influence one's self and others that are appropriate to society despite the diversity of culture.

Lastly, the discussion of positiveness in a work environment will illustrate the efficiency and effectiveness of the organization towards success and achievement, as it is critically analysed and evaluated through profound research and cognitive reflection. Subjectively, consistency is the best recommendation for the organization to continuously promote and change the work environment and culture from the employees and franchisees to the top management of Caltex. Based on factual findings, Caltex has changed its agreement with its franchisees and denounced any form of unethical behaviour. As a suggestive conclusion, the exploitation of workers as unethical behaviour would have been prevented or lessened if the organization had been proactive in addressing sensitive issues through appropriate evaluation of individuals within the organization.

Introduction

This report aims to sustain and innovate the business' operation between stakeholders of the organization through efficient and effective performance. Thus, the productivity of the business's operation relies on the application of the organization's problem-solving and decision-making within the business or operational contexts. In addition, this will impart information about the different individual and organizational learning based on learning theories that will help the organization within its operational context for the efficiency and effectiveness of the organization's performance. Also, this will exhibit the professional and ethical application of behaviour within the organization in a social and cultural approach in an appropriate manner. Thus, this report aims to assess the stakeholder management strategies between the stakeholders within the company to maintain and develop constructive business relationships. As a result, the exhibition of the efficiency and effectiveness of the stakeholder management will manifest in the outcome or performance of the business.

This report attempts to analyze the Caltex Australia company as to how the organization works with its stakeholders with the support and application of different theories in organizational learning. Furthermore, Caltex is an Australian company that supplies transport fuel needs through customer segments, aviation, retailers, mining, and agriculture that started in the late 1940s (Caltex Australia, n.d.). The organization expanded its business through franchising, wherein the organization operates under the Caltex Star Mart, which is one of the largest convenience store networks in Australia, as the organization has 620 stores and 320 franchisees (Caltex Australia, n.d.). Predominantly, this report aims to unveil the organization's culture on how the organization handles its internal and external stakeholders through efficient and effective stakeholder management despite the different cultural, ethical, behavioural, and social challenges within the organization. Overall, the application of different ethics, behaviour, theories and processes, and analysis of approaches and tactics will be demonstrated in this report as it aims to expatiate the understanding of the different principles and practices of learning in an organization such as Caltex.

Discussion

Analyzation and Identification of stakeholders are important in a business or organization as they help an organization in the decision-making process and problem-solving of the business. Thus, it gives the organization an advantage in dealing with challenges and risks that may affect the organization at the early stage. In the case study, below are the applications of stakeholder analysis and the learning process of an organization and its different stakeholders.

Identification of all internal and external stakeholders in the case study.

In all types of organizations, there is one or more individuals affecting the culture, values, mission, and visions of an organization. These are individuals who are directly or indirectly affected by an organization and vice-versa. These individuals can come from different parts of an organization, which can be within the organization or outside of the organization. These individuals or, sometimes, other organizations are stakeholders. A stakeholder is a party that has an interest in an organization, project, or business that can be affected and affect an organization, project, or business (Investopedia, n.d.). In addition, stakeholders can be classified as internal and external stakeholders. Internal stakeholders are individuals who have a direct relationship to an organization, project, or business or work for the organization, such as employees, owners, and top management, like directors and chief executives of the organization (Investopedia, n.d.). External stakeholders are individuals who have an indirect relationship with the organization but are affected by the organization's performance or outcomes, such as suppliers, creditors, and public groups (Investopedia, n.d.). In this case study, there are some stakeholders mentioned as to how they are affected and affect the organization.

Below is the list of different stakeholders in this case study that played important roles in the organization:

Internal Stakeholder	External Stakeholder	Role
Caltex top management		The business's main management includes owners, directors, executives, and other top-level management within the company.
Caltex employees		The company's employees, including those working within the main company, franchisees branch, and other individuals at the bottom management of the business.
Franchisees		Those individuals who work with their own Caltex business or branch but are still attached to the business's main company. These franchises include the Rana Family.
	Australian Fair Work Ombudsman	This government agency promotes a productive and cooperative workplace for employees, contractors, and employers to understand and comply with Australian work laws and regulations (Australian Government, n.d)
	Fair Fax Media	This is one of the media companies in Australia that publishes information about current events. And other related information for the community (Fair Fax Media Australia, n.d.)
	Suppliers	This party is concerned about the supply needs of the company but does not have any power in decision-making.
	Former employees and franchisees	These parties were previously internal stakeholders, but they have a concern with the business as they voiced out their experience about the business.

Evaluation of the stakeholder management strategy through stakeholder analysis matrix and stakeholder assessment.

Given all the stakeholders of an organization, these stakeholders can be classified depending on their power, degree of influence, and interest in the business. This classification can be done through the power and interest matrix. Mapping the stakeholders through the power and interest matrix can be done through brainstorming, which determines what stakeholders will have to prioritize. The power and interest matrix helps to manage the stakeholders as to how the stakeholders can make and break the business. According to Sharma (2010), the power and interest matrix is a tool that helps to categorize project or organization stakeholders that manage the stakeholders according to the priority to the least minimal effort. In the case study, determining the power and interest of the stakeholders through brainstorming according to their role and how the stakeholders affect the business. The power and interest matrix are divided into 4 quadrants and have 2 increasing levels. Below is a sample of the power and interest matrix.

According to Rachel Thompson (n.d), the allocation of the position of stakeholders on the matrix will indicate the actions needed for the specific stakeholder.

- High Power and High Interest – These stakeholders should be managed closely and fully involved in the business or project as they need to be satisfied.
- High Power and Less Interest – This type of stakeholder should be satisfied but with less information.
- Low Power and High Interest – This type of stakeholder does not need to be satisfied but keeps informed about all the issues and other important matters of the business.
- Low Power and Low Interest – These stakeholders need to be monitored by do not need to be satisfied or well-informed.

In connection to the case study, the different stakeholders are classified and mapped on the Power and Interest Matrix according to their level of influence through brainstorming. Below is the Power and Interest Matrix for the Caltex case study:

Keep Satisfied Managed Closely

High a) Caltex Top Management

1. c) Caltex Franchisees

Power Monitor Keep Informed

1. e) Fair Fax Media b) Caltex current employees
2. d) Australian Fair Work Ombudsman
3. g) Former employees and franchisees,

4. f) Suppliers

Low *Interest* High

below is an explanation of the Power and Interest matrix for the Caltex case study:

1. Caltex Top Management – This stakeholder has high power and high interest in the business as it is involved in the decision-making and problem-solving process. This stakeholder has the capacity to make changes within the business and process of the business.
2. Caltex current employees – This stakeholder has less power and high interest as employees follow what the top management says. The interest of employees is high as it is concerned about their jobs, such as salary, wages, benefits, and other employee benefits programs. However, employees do not have much power to make changes and to be part of the decision-making process of the business.
3. Caltex Franchisees – This type of stakeholder has medium power and interest as it takes part in the decision-making process with the consent of the top management. The interest of this stakeholder is high as they bear the business' name, which affects them in operating their own franchised business.
4. Australian Fair Work Ombudsman – This stakeholder has high interest and less power from a business perspective. This stakeholder has a high interest as it promotes a productive and cooperative workplace for all worker, which regulates and monitor the compliance of Australian work laws (Australian Government, n.d). The power of this stakeholder cannot make any changes within the company's decision-making process. However, this stakeholder can have the power to close the business if there is a violation of work laws.
5. Fairfax Media – This stakeholder has less interest and power as it needs to be informed of what is happening to inform the community.
6. Suppliers – Generally, this stakeholder has less power and medium interest to the business as it concerns about supplying the business, without suppliers the business can not operate its business. However, it can be possible that the business may find another supplier, so suppliers do not have the power to make differences or changes within the business' decision-making process.
7. Former employees and franchisees – This stakeholder has less power and less interest as it does not have any concerns and can not take part in the decision-making process of the business. However, this stakeholder may be helpful to be a resource of information about what is happening within the business. The experiences of the former employees and franchisees can be helpful in unveiling any unethical behaviour within the business.

Aside from the stakeholder analysis matrix as a tool to categorize stakeholders in an organization, there are many tools to evaluate the degree of engagement of the stakeholders in an organization, such as the stakeholder engagement assessment matrix. The stakeholder engagement assessment matrix helps to keep a track record of the level of engagement of a stakeholder in an organization or

project (raadchfat, 2016). Also, it helps to record the desired level of engagement of stakeholders in an organization. Below is the stakeholder engagement assessment matrix for the Caltex Case study:

C- Current level of engagement

D- Desired level of engagement

Stakeholders	Unaware	Resistant	Neutral	Supportive	Leading
Caltex Top Management	C				D
Caltex current employees	C			D	
Caltex franchisees		C		D	
Australian Fair Work Ombudsman			C		
Fair Fax Media			C		
Suppliers				C and D	
Former employees and franchisees			C		

Caltex top management – The top management of the business is currently unaware of the challenges and conundrum within its franchisees. The desired level of engagement should be leading the business as the top management does the decision-making process and solving problems. As mentioned in the case study, the top management of Caltex is not aware of the worker's exploitation as it only concerns the profit that franchisees make.

1. Caltex current employees – The current employees of the business seem not aware of what is happening within the business. Although current employees might be aware of the conundrum, employees are reluctant to express themselves due to life and job threats. The desired level of engagement should be supportive, as the employees need to uphold the business' mission and vision or other changes that the business can think of.

2. Caltex Franchisees – The franchisees are resistant to some changes in the franchisee and franchisor agreement. These changes provoked franchisees to some unethical behaviour, such as exploitation of workers and taking advantage of part-time student workers and immigrants. The desired level of engagement should be supportive as franchisees bear the name of the business, although franchisees manage their own branch.
3. Australian Fair Work Ombudsman – This stakeholder acts as the regulatory agency for workers in Australia. Thus, the agency should just be neutral as it needs to be aware but not persistent about the changes within the business. However, it can be resistant due to violations of the work law.
4. Fair Fax Media – This stakeholder is neutral in the level of engagement as it needs to be aware of the current situation in the business to inform the community.
5. Suppliers – This stakeholder should always be supportive of the business regardless of what the conundrum is. The suppliers are only concerned about the supplies of the business, which can be replaceable. Thus, suppliers should always be supportive of the business, or it can be replaced.
6. Former employees and franchisees – These stakeholders are neutral in the level of engagement as these stakeholders do not have power and interest in the business but can be a good resource of information for the top management or other concerned organizations on what the challenges and things to rectify within the business.

Summary

These tools for managing stakeholders are helpful to ensure the success of an organization. Thus, keeping track of records and documenting the different stakeholders can save more time, money, and resources. According to Rachell Thompson (n.d), using these tools can put an organization into shape as identifying the most powerful stakeholders can affect the organization, it can be resolve at the early stage.

This section expounds on the methods in stakeholder management, which elevates ethical and professional behaviour in the business world. Also, it promotes the ethical and professional manner in an explicit detail from the business. Thus, the application of ethics and professional manner in the business is exhibited in this section through the case study.

Analyzation of how learning is happening within the Caltex for individuals and the company. Identification of these problems and description of how these problems affect the company.

Organizations or businesses have come across different levels of learning to achieve the mission, vision, and goal of the organization or business. Thus, learning in an organization is vital to keep the process and operation of the business or organization. In addition, organizational learning is a

learning process that comprises interaction within the business or organization, which includes individuals and a collective degree of analysis that can lead to the organization's goals (Popova-Nowak & Cseh, 2015). Before organizational learning, an organization must first focus on individual learning as it matters in shaping the organizational learning of an organization. There are different types of individual theories of learning, which help to understand the different individual learning within the organization. According to James Kelly (2012), individual learning theories are well-structured principles that expatiate individuals on how the acquisition, retainment, and reminiscence of knowledge. Below are the different types of individual learning theories, according to James Kelly (2012):

- Behaviourism – The acquisition of new and changed behaviours through stimuli and response.

Problem: This type of individual theory states that giving rewards or consequences to achieve the desired behaviour can trigger learning by changing the environment. The problem is, if an individual is resistant to change and obstinate to follow changes. Most employees who have been working for such a long time are often difficult to change ((Walk Me Blog, 2017). In the case study, this problem can affect the organization as its contended on how things work within the organization. The effect will be conflicts within the organization such as the relationship between franchisees, employees, and franchisor. Conflicts and misunderstandings may occur due to resistance to change.

- Cognitivism – The learning happens and processes information internally.

Problem: This type of learning learns knowledge through processing information internally and contemplating what is happening in the environment. The reservation in this type of theory is over contemplation as it may lead to miscalculating important matters to deal with. The problem is a sensitive problem and unpleasant issue arising within the organization (Walk Me blog, 2017), and it needs to be discussed. In the case study, the lack of cognitivism affects the organization by not addressing the problems and difficulties within the organization. The organization lacks cognitivism as it does not deal with problems and left unresolved.

- Constructivism – The learning is based on one's experiences.

Problem: This type of theory explains the knowledge acquired through one's experiences. The issue with this type of theory is that most people are sceptical and afraid of taking risks. This type of learning theory refers to the learning acquired through trying things to gain learnings, which is basically experience. An individual may not be able to learn things constructively without experience to acquire the learning. In the case study, all the internal stakeholders are sceptical and afraid of trying new things. For instance, the top management is sceptical about changing the agreement between the franchisor and franchisee. In addition, franchisees are afraid to take the risk of changing things and innovating their own business.

Once individual learning has been addressed and identified, an organization can focus on the learning within the organization. There are different types of organizational learning that help the organization

define the process of relaying the learning within the organization. There are tools that can help the organization attain information about the knowledge or learning process within the organization, such as loop learning. Loop learning helps an organization to appreciate the learning between the client and the organization or within the organization (Frost, 2010); this learning is the product of a wide concept from Argyris and Schon (1996). Loop learning has three levels, namely Single, Double, and Triple loop learning. Below is a further explanation of the loop learning level:

1. Single loop learning – This level of learning follows the rule of an organization, it comprises one feedback loop and response to an expected outcome (Frost, 2010).
2. Double loop learning – This learning loop changing the rules, the values and strategies of an organization change to create a more productive work environment (Frost, 2010).

In the Caltex case study, the organization follows the level of single-loop learning. The effect on the organization is miscommunication between the franchisor, franchisees, and employees. Single loop learning does not require to obtain the rationale of a delays of a certain project or interruption, it requires to get the job done on its deadline. Furthermore, Caltex is only concerned about its franchisees paying the royalties and base rent as long as they follow what has been stipulated between the franchisees and the franchisor. This will give the franchisees an outcome of placing their employees at risk and being disadvantaged. The double loop learning requires the engagement of different stakeholders within the organization on how the occurrence of problems within the organization. In the case study, the engagement of the franchisor and franchisees is limited to what is favourable for the franchisor as it sets the agreement. The top management does not address sensitive issues at the franchisee's level. Thus, this will result in more complicated issues within the organization as the franchisees bear the organization's name with the same goals, vision, and mission. However, the organization exhibits double-loop learning within the organization. The execution of the loop learning does not demonstrate the real concept of the theory as what is provided and explained by Argyris and Schon. Improper execution of learning theory may lead to more complicated issues. In general, these organizational learning theories are a set of examples for guidance within an organization. These theories serve as an aid to the appreciation and identification process of learning within the organization as an organization may change the learning for the betterment of the organization. As to self-perception, learning is a continuous process, and every individual or organization should internalize the concept of how the learning process is. Thus, learning starts from one individual to another within and outside of the organization.

1. The application of behavioural, cognitive, and constructivism theory as recommended strategies to effectively assure the occurrence of learning at an individual level. The application of knowledge management theory is to effectively ensure the occurrence of learning at an organizational level in the case study.

As to self-perception, learning is a continuous process that everyone learns from different aspects of their lives and can occur from different circumstances. Thus, learning is vital for the survival of an individual in society or in any other aspect. Notwithstanding, there are learning theories that suggest

how the occurrence of learning within an individual. According to James Kelly (2012), learning theories are an organized collection of principles that explicitly elucidate the process of acquisition, retainment, and reminiscence of an individual's knowledge. In addition, these learning theories impart on how the occurrence of learning of an individual. Based on the work of experts such as B.F Skinner, there are three types of learning theory: behavioural, cognitivist, and constructivist. Below is the elucidation of three types of individual learning:

1. Behaviourism Theory – This type of approach to individual learning theory emphasizes the observation of stimulus-response behaviour because of changes in the environment (Mcleod, 2017). Thus, learning, according to this theory, is based on the acquisition of learning depending on the condition of the environment. In addition, the application of this approach is exhibited through positive and negative reinforcement, such as giving rewards for a certain achievement of an individual and vice versa for negative reinforcement.
2. Cognitive Theory – This type of approach to learning suggests that the analysis of processing learning can be elucidated through the conceptual processes (Sincero, n.d). Furthermore, cognitive theory is based on the tendency of self-concept to affect an individual's behaviour, which can be positive or negative depending on how an individual processes information through cognition.
3. Constructive Theory – In this type of approach to individual learning, an individual can learn new information and knowledge through the process of experience. According to Professor George E. Hein (1991), constructivism refers to the idea that an individual's construction of learning is for one's self. Thus, each individual constructs the definition as an individual learns from it.

Recommendation: Application of Individual Learning Theories to Caltex

Based on the case study, the organization's paucity of individual learning impedes its growth and ability to resolve obstacles within the organization. Thus, individual learning is significantly indispensable to the organization for its problem-solving, decision-making process and stakeholder management.

Behaviourism theory

In a self-conception, the organization should consider the application of behavioural theory as the organization does not exhibit any motivation for its employees, franchisees, and other stakeholder of the organization. In addition, the organization can motivate employees, franchisees, and other stakeholders by giving rewards for every achievement in line with the organization's values, goals, and mission. In this case, it is not necessary for the organization to push its employees to work hard and get the job done in an unethical manner. Also, behaviourism will help franchisees to achieve their goals through the positive and negative reinforcement of behaviourism theory as it motivates its

employees to get the job done at a desired time without disadvantage to the employees.

Cognitive theory

Before processing the learning of an organization cognitively in the case study, the organization should pivot on individual learning as how everyone within the organization processes the learning within the individual's self in a conceptual or cognitive way. Moreover, the organization's top management should focus on their individual learning cognitively to be able to manage their subordinates. The enhancement of cognitive learning of individuals within the organization can be acquired through proper training, especially with the top management of the organization. It will ensure the organization's top management a fair, just, honest, and equal decision-making and problem-solving outcome. The approach of cognitive theory helps the individual within the organization to enhance their good discernment of events or circumstances within the organization.

Constructive theory

The approach of constructive theory is barely demonstrated in the case study. However, the concept of this theory has been mixed up with another attitude of every individual within the organization. The application of constructive theory can be helpful for the organization through its employees. The organization's employees can learn from their own experience once employees have tried a certain task and performed it. As a general concept, employees learn from experiencing things within the organization and tend to enhance the knowledge acquired from experience for the betterment of the process. It will be helpful for the organization in terms of time and money. Also, it applies to the owners of franchises and top management as it will be easier for them to innovate the process of learning and knowledge within the organization.

Application of Knowledge Management theory

There are a lot of ways to gain knowledge since knowledge is based on acquired information through experience and education. Based on Noel Ransom (n.d), there are three forms of knowledge such as explicit, implicit, and tacit knowledge. Tacit knowledge is information that is difficult to convert into a tangible form, and implicit knowledge is information that does not come from the tangible form but can be converted to a tangible form. While explicit knowledge is information that comes in a tangible form. In connection, knowledge management theory is a theory of sequence of pace that includes the identification, collection, repository of information, and sharing of explicit, implicit, and tacit information from one individual to another within the organization (Ransom, n.d). Furthermore, knowledge management theory focuses on the process and management of the organization's information within the organization.

Thus, the knowledge management theory helps organizations to manage the identified, stored,

collected, and shared information within the organization. On the other hand, some people say that knowledge management within an organization is getting the right knowledge to the right person at the right time. Hence, it is vital for an organization to manage and process every piece of information within the organization. The knowledge management theory is a broad and wide subject when it comes to managing knowledge. Therefore, there are processes that serve as the backbone of the knowledge management theory to ensure that the application of knowledge management is a success factor for an organization. Basically, the knowledge management process refers to how an organization handles or manages the information within the organization at some level or stage of the information cycle. According to Irma Becerra-Fernandez and Rajiv Sabherwal (2010), there are four main knowledge management processes, namely, knowledge discovery, knowledge capture, knowledge sharing, and knowledge application. Below is a brief explanation of four main knowledge management processes:

1. **Discovery of Knowledge** – This type of process can be defined as the new development of tacit and explicit knowledge within the organization (Becerra-Fernandez & Sabherwal, 2010). Basically, the information resides within the organization which remains undiscovered, it is a synthesis of the organization's prior information or knowledge.
2. **Knowledge Capture** – This process involves the conversion of knowledge from tacit knowledge to explicit knowledge and vice versa (Becerra-Fernandez & Sabherwal, 2010). Continuously, the conversion of capturing knowledge has sub-processes, which are externalization and internalization. Externalization is a sub-process wherein the organization captures the tacit knowledge from its employees and processes the documentation, verbalization, and sharing of the knowledge within the organization, while Internalization is a sub-process in which the employees' of an organization acquire the tacit knowledge (Becerra-Fernandez & Sabherwal, 2010).
3. **Sharing of Knowledge** – This is one of the easiest types of processes of knowledge, wherein sharing of knowledge is the communication of tacit and explicit knowledge to other individuals within the organization (Becerra-Fernandez & Sabherwal, 2010).
4. **Application of Knowledge** – This type of knowledge process does not require cognitive thinking but more on a direction and routine. The application of knowledge requires the available knowledge to be used in decision-making and performing a task (Becerra-Fernandez & Sabherwal, 2010).

Summary

As stated above, knowledge management helps the organization process and manage the information and knowledge that resides within and outside the organization. In the case study, Caltex should apply and demonstrate the concept of knowledge management process as it help to ensure the information are being disseminated from one individual to another. The knowledge management process is a key success factor of the organization if knowledge or information is well-managed within the organization. Moreover, to ensure the occurrence of effective learning within the organization, the

organization should start discovering the information within the organization through its data from the previous performance or through the stored data within the organization. This will help the organization to address the issue of the agreement of their franchisees. The organization can address the issue properly if it has tangible information on the performance of franchisees as related to the issue of unfavourable agreements. Furthermore, the assurance of effective learning within the organization resides within the employees. The organization should apply the concept of capturing the knowledge or information from its employees from the bottom to the top management. The gathering of information from employees helps the organization to address the issue of exploitation of workers. Also, this can be documented and recored as to what is happening within the franchisee level of the organization. The organization will ensure effective learning if the organization has captured the knowledge from its employees. In addition, the execution of capturing knowledge will be more effective with the sharing of knowledge. Sharing knowledge is a vital process within the organization since constant communication is a key factor in the success of an organization. sharing the right knowledge means communicating from one individual to another to ensure that everyone within the organization is informed and knowledgeable of what is happening within the organization. Hence, Caltex should share the knowledge across the entire organization, from employees and franchisees to the top management of the organization. Communication will help the organization reach its goal and address any issue within the organization. This will prevent the organization from having ethical behaviour towards the organization as the organization has an overview of the happening within the organization from the bottom to top management. This is an assurance that everyone is well-informed of what is not permitted and what is permitted within the organization. Meanwhile, the application of knowledge can be helpful for the organization through instruction from the top management to its franchisees. The knowledge does not require an explanation or rationale for how the task needs to be done or what process should be done in a certain task; it is more about following instructions from an expert like Caltex's top management. However, a reservation of this type of process is without the explanation of knowledge. This is where workers can be vulnerable to exploitation, as employees should follow the instructions instead of thinking about how the process works within a given task. In general, Caltex should focus on the process of managing the knowledge and information of the organization within. Misinformation and miscommunication may cause huge damage to the organization. Knowledge and information should always be treated as a priority within the organization. This will ensure the organization's success. However, the organization has its own way of managing its information and knowledge within the organization. Evidently, it is effective, as has been shown in the performance of the organization in the global market.

The social and cultural identification and analysis of appropriate attitudes, behaviours, and traits in Caltex.

In the business world, the diversity of people coming from different cultures, social environments, and ethnicities can be the strength of an organization. Thus, it is important that an organization profoundly scrutinize and manage the cultural differences within the organization. There are more

definitions for culture as referred to different ethnicities, such as Mexican culture, African culture, etc. In the workplace, some people say that the appropriate cultural attitude, behaviour, and traits are more acceptable behaviour, attitudes, and traits despite the differences and diversity in a workplace (Universal Class, n.d). In addition, these are the behaviours, attitudes, and traits that are acceptable in general, and different cultures share a common attitude, behaviour, and traits such as respect, empathy, etc. While, social pertains to the society or community as a general notion. Social appropriate refers to the behaviours, traits, and attitudes that are acceptable and approved by the community or society (Rummel, n.d). Social appropriateness depends on the geographical area in which the appropriate social behaviours, traits, and attitudes might be acceptable in a certain area but not in other areas. However, there are common socially appropriate behaviours, attitudes, and traits that the whole human society shares. In a workplace, traits, behaviours, and attitudes are three totally different things but closely connected to each other. According to different dictionaries, behaviour is a response of an individual or a group to an action, environment, or stimulus. While, attitude is a disposition to respond towards a person, idea, object, or individual in a positive or negative way. In a self-perception, traits are a combination of an individual's attitudes and behaviours. According to Stephanie Pappas (2017), traits are more on an individual's personality that makes an individual an individual. Hence, every organization is composed of individuals with different traits, behaviours, and attitudes. In the case study, there are behaviours, attitudes, and traits that are socially and culturally accepted and not accepted, which are exhibited by different stakeholders of the organization. Based on a profound analysis of stakeholders' behaviours, attitudes, and traits, below is the list of identified behaviours, attitudes, and traits from the case study by Caltex's stakeholders:

1. Empathy – is more than a simple sympathy, it is the ability of an individual to experience and relate to the thoughts, emotions, and experience of another individual (Pressley, 2012).
2. Fairness – According to Arthur Dobrin D.S.W (2012), Fairness is the findings and application of the average throughout all aspects. Thus, fairness is the result of equality.
3. Kindness – The general notion of kindness is a voluntary gesture of goodwill towards other individuals, groups, objects, or something (Australian Kindness Movement, n.d).
4. Respect – Respect is one of the most important aspects that an individual should possess in a workplace. According to David Balovich (2006), Respect is the consideration of an individual or group's privacy, space and belongings, philosophies, personal viewpoints, abilities, and cultural beliefs.
5. Considerate – In general, consideration is a cautious action to prevent any harmful effects on another individual. Similarly, consideration is giving respect to others, as David Balovich (2006) has noted.

A positive and negative analysis of stakeholders' behaviours, attitudes, and traits in Caltex.

Stakeholder	Empathy (+ and -)	Fairness (+ and -)	Kindness (+ and -)	Respect (+ and -)	Considerate (+ and -)
Caltex top management	Positive	Positive	Negative	Positive	Negative
Caltex current employees	Positive	Positive	Positive	Positive	Positive
Caltex franchisees	Negative	Negative	Negative	Negative	Negative
Australian Fair Work Ombudsman	Positive	Positive	Positive	Positive	Positive
Fair Fax Media	Positive	Positive	Positive	Positive	Positive
Suppliers	Positive	Positive	Positive	Positive	Positive
Former employees and franchisees	Positive	Positive	Positive	Positive	Positive

A brief explanation of the table above, based on the case study:

1. Caltex top management – The top management of the organization exhibits empathy towards the issue of exploitation of workers at the franchisee level. Thus, the organization makes a fair investigation across all franchisee stores to verify the said allegation. Once the findings were revealed, the organization ordered the franchisees to make a repayment of all underpaid employees. Thus, kindness is not demonstrated as kindness should be a voluntary goodwill act towards others. The act of the organization towards the issue is due to the circumstances and obligations of the organization. Moreover, the organization's manifestation of respect within the organization is a positive response as the top management upholds the understanding of ethical behaviour based on the organization's standard ethics within the organization. However, the organization is not being considerate towards the franchisees as franchisees have reservations regarding the fees that encompass the franchise agreement. As a result, the

franchisees provoked this act to have unethical attitudes and behaviours toward the employees.

2. Caltex's current employees – Evidently, the current employees of the organization are being disadvantaged as employees are vulnerable and susceptible to any form of unethical behaviour. As shown in the case study, current employees are still positive towards the organization and franchisees despite all the grievances that the organization caused. This positivity includes respect and consideration for the organization and franchisees, as current employees are aware of how the franchise agreement works. In addition, current employees are empathetic to franchise owners and show fairness in doing their job. The kindness of current employees is beyond the expectation of an individual as it has shown immeasurable kindness towards their job and the owners. As proof, current employees are putting their lives at risk in managing the store at night, which is prone to any crime that might happen during the night shift.
3. Caltex Franchisees – Not in general but based on study, the manifestation of franchisees on the appropriate behaviours, attitudes, and traits are not acceptable. The franchisees are not being empathetic towards its employees about the different emotional and physical disturbances that employees are going through, instead franchisees treat this as an area to take advantage of the employees. Thus, the concept of fairness is not shown in any act made by the franchisees. Hence, the franchisees disrespected the employees' beliefs, morals, and personal viewpoints, and their personalities were human beings. If franchisees are disrespectful towards their employees, they are inconsiderate of what their employees are mourning for. In general, there is no kindness at all from the owners of the Caltex franchise.
4. Australian Fair Work Ombudsman – This stakeholder exhibited the right behaviours, attitudes, and traits towards the issue of exploitation. Thus, these actions are part of the obligations of the stakeholders to the organization. However, this stakeholder lacks an emotional and sensible connection to the employees, which can be a great relief for the victims.
5. Fair Fax Media – Although this type of stakeholder does not play a vital role in the case study, this stakeholder fairly disseminates information to the community or public and shows an empathetic action and kindness towards the victims of exploitation through communicating to the right government agency to get support and help. Even though this agency does not have any interest in all the stakeholders involved in the case, it has shown respect and consideration by giving each other a chance to state their thoughts, opinions, and statements.
6. Suppliers – This stakeholder does not show any manifestation towards the issue of exploitation. However, suppliers will be in favour of the top management and the franchisees as suppliers deal with and care more about their business than anything and anyone else.
7. Former employees and franchisees – These stakeholders show immense empathy towards their previous colleagues regarding the difficulties within the organization. Thus, these stakeholders have given a fair and kind statement about their own experience with the issue with consideration to the franchisees and top management of the organization.

Summary

In general, all the internal and external stakeholders in the organization have shown positive and negative behaviour, attitudes, and traits toward each other. Each action has consequences and effects on the organization's growth and success. The behaviour, attitude, and traits of everyone may influence the organization's process of decision-making and solving. Ratification and modification of internal culture should always be monitored and considered to maintain a positive and enticing work environment.

An explanation of how the attitudes, behaviours, and traits support the expected standard ethics and professional behaviours of Caltex.

In every organization, there are set rules of ethics and professional conduct to maintain a good work environment. Somehow, these ethics and professional codes of conduct are derived from the universal behaviours, attitudes, and traits acceptable by all types of organizations. Meanwhile, there are codes of ethics and professionals set by the international community to share a common goal. One of the established codes of ethics is the IITP code of ethics, which stands for Institute of IT Professionals. The IITP code of ethics is constituted under the power of the constitution of the Institute of IT Professionals New Zealand Inc. to establish and ensure the essence of professionalism and ethical operation with the interest of the public, community, and client at least of their actions (IT Professionals of New Zealand Inc). Similarly, Caltex Australia must follow the IITP basic principles as it is internationally acknowledged by the international community. Based on the IITP code of ethics, these are the summary of the principles of the IITP code of ethics:

1. Good Faith – Professionals should treat everyone with dignity, equality, and good faith without discrimination. In addition, consideration of values and cultural sensitivity should always be given to everyone who affects the work.
2. Integrity – Professionals should act in accordance with their profession with honour, dignity, and integrity to value the trust given by everyone and demonstrate honesty, skills, judgement, and initiation to contribute to the welfare of everyone.
3. Community focus – Professionals are responsible for the welfare and rights of everyone, which should come first before their profession.
4. Skills – The application of professionals' knowledge and skills should always be manifested according to their employers and clients without compromising the IITP code of ethics.
5. Continuous Development – Professionals should continuously cultivate their knowledge, experience, expertise, and skills through their careers to contribute to the collaborative wisdom of the profession.
6. Informed Consent – All professionals should always enlighten everyone about the consequences of their actions.
7. Managed Conflicts of Interest – Professionals should always inform their employer, clients, and

any other concerned parties about the conflict of interest that may affect their job from doing so.

8. Competence – Professionals should always follow acceptable ethical and professional practices and provide service and advice in a diligent and cautious manner.

In connection to the Caltex case study, the behaviours, attitudes, and traits demonstrated and identified are well supported by the IITP code of ethics in accordance with its principles, which are stated above. Below is a further explanation of the identified behaviours, attitudes, and traits in Caltex in relation to the IITP code of ethics:

1. Empathy – As the given definition from the previous discussion, empathy includes the concept of good faith in the IITP code of ethics, as professionals should be more sensitive and considerate to everyone. Good faith, based on the IITP code of ethics definition, promotes equality and consideration of the values of cultural differences, which connects to the ability of professionals to relate themselves to everyone. Also, some of the stakeholders manifested the concept of empathy with the connection to good faith toward the organization or stakeholders of Caltex.
2. Fairness – Fairness is one of the behaviours, attitudes, and traits related to good faith under the IITP code of ethics. It substantiates the statement of good faith by treating everyone equally and without discrimination. However, the demonstration of fairness has been manifested by some of the stakeholders of Caltex, such as the Caltex management, the current employees, and other stakeholders listed in the previous discussion.
3. Kindness – Integrity encompasses kindness as Caltex should value the trust given by its stakeholders of the organization. As stated in the IITP code of ethics, Caltex should always apply the concept of honesty, skills, judgement, and initiative for the well-being of its stakeholders. Unfortunately, some stakeholders have been provoked by different reason that hinders them from manifesting kindness within the organization.
4. Respect – Respect evolves around good faith, as Caltex and professionals should consider the differences in culture and values within the organization. As stated in the IITP code of ethics, Caltex should value the differences in points of view and personal abilities of employees within the organization according to the professional code of ethics. At some point, the consistency of valuing the difference is not maintained across the organization. However, respect as a behaviour, attitude, and trait of the organization supports the IITP code of ethics.
5. Considerate – This is one of the behaviours, attitudes, and traits that can be defined under almost all of the principles of the IITP code of ethics. However, the essence of being considerate is to prevent any harm to everyone, which can be under the community focus of the IITP code of ethics as it promotes the welfare and rights of the people. In Caltex's stakeholders some of the stakeholders are considerate despite the difficulties and issues toward the people within and outside the organization. Also, it manifests the essence of consideration within the organization with the IITP code of ethics.

Summary

Predominantly, the identified acceptable behaviours, attitudes, and traits from the organization are universal, common, and innate sets of rules to all organizations. It is well-expounded as guidance to give more detailed and organized information on how everyone should act to prevent any disagreement, disadvantage, harm, and other difficulties. The essence of these acceptable behaviours, attitudes, and traits, with the IITP code of ethics, is for the welfare of everyone.

The building of analysis and explanation of questions 3 and 4 with 4 plans of strategies that will influence self and others to demonstrate ethical and professional behaviour, which is socially and culturally appropriate.

In relation to the discussion about individual and organizational learning, applying these learnings can make a difference within the organization and across all the individuals within the organization. The application of learning may lead to self-influence and influencing other people. Influence may pertain to leaders, who have more capability and power to influence others and themselves. A leader may have to follow their own words and be accountable for every action (Bill Hogg and Associates, n.d). On the other hand, leadership pertains to the ability to influence people towards the organisation's achievement and goals (Samson, Catley, Cathro, & Daft, 2015). Thus, being a leader can require different abilities, skills, and influence to manage the people. Moreover, there are different strategies to influence others, but before influencing others. It is important to know how to self-influence to be more confident when becoming a leader. Based on the previous discussion, there are different approaches to use as a tool to strategize how to influence one's self. Some people say self-influence is the evolutionary development of the behavioural self-management method and is explained as the process of influencing one's self (Furtner, Sachse, & Exenberger, 2012). Below is the list of self-influence strategies based on the behavioural approach in the case study:

1. In self-influence, it is important to do a self-assessment before influencing others. Thus, using rational persuasion can be vital in shaping one's self. Basically, rational persuasion is turning one's point of view into a useful and helpful idea for the organization. On the other hand, rational persuasion is a process of presenting a well-reasoned and substantial explanation of one's idea as the best option in a situation (Stack, 2016). Generally, this strategy is about self-believing and believing in one's ideas and views supported by a strong rationale and good reasoning. This strategic self-influence helps a future leader persuade followers to believe in the leader's ideas and point of view.
2. For interpersonal influence, one's self must change its behaviour. One of the strategies for self-influence is being assertive. In a self-perception, being assertive means being firm and fair in every action, word, and decision in every situation. This will help an individual to stand their ground in every situation. But, some must say that being assertive is the ability to stand up for one's own rights or for others' rights in a positive and unaggressive way (Skills you need, n.d.). In this suggested strategy, being assertive may influence one's self through becoming more firm and fair in decision-making. Followers and subordinates may tend to question the

assertiveness of a leader, but with appropriate and substantiated reason, it will influence the followers and subordinates.

3. To influence one's self, it is indispensable to use a higher authority. This process of using higher authority will give additional credibility to one's decision. Also, using a higher authority will help a leader to learn new things from higher authority to develop a new approach in every situation. Thus, a leader may reflect on how a higher authority handles a situation.

Once a leader organises the appropriate behaviour, attitude, and traits to manage people, it is necessary that a leader has knowledge of how it may influence others. Also, a leader should be aware of what are the types of leaders to influence others. Different people require different types of leaders. Thus, a leader should have a good strategy on how to influence others. Below is the list of types of leadership to strategically influence others:

1. To influence others, a leader should have the ability to make and bring a difference in an organization. Thus, one of the types of leadership is transformational leadership. Transformational leadership is the special ability to bring innovation and change (Samson, Catley, Cathro, & Daft, 2015). Basically, this type of leadership requires new ideas, innovation, and vision for the future. To influence others, one must motivate the people about the vision with a credible rationale and delivery of the vision. This type of leadership helps a leader to influence others by building a strong trust relationship between the people.
2. On the other hand, one of the possible strategies to influence others through leadership is transactional leadership. Transactional leadership refers to the clarification of roles and task requirements, initiation of the structure, then providing rewards, and showing consideration (Samson, Catley, Cathro, & Daft, 2015). Basically, influencing others may require some punishment and reward to motivate followers or subordinates. This type of leadership helps a leader to influence others by controlling others through punishment and reward.
3. Other types of leadership require an emotion to influence others, this type of leadership called Charismatic leadership. Charismatic leadership is the ability to motivate others to surpass their expected capability and push them to their own full capability (Samson, Catley, Cathro, & Daft, 2015). In a self-perception of charismatic leadership, it is the ability of a leader to motivate others by igniting the emotion within and emphasizing the vision to influence others. On the other hand, charismatic leadership requires verbal skills, communication and eloquence to communicate to others with a profound level of emotion (Riggio, 2012).

Summary

As the adage goes, "A great power comes a great responsibility." In the movie Spiderman, this saying is true to some degree of leadership. However, influencing others requires changes in one's behaviour, attitude, and traits to help shape the best leader that it can possibly be. Overall, influencing others starts within one's self. The strategies for developing one's self through self-influence are vital to ensure success in leadership management. In addition, this will be helpful in

persuasion, motivation, and connecting to others. The strategies for leadership are based on psychological examination by experts throughout the years. However, it evolves from time to time as learning is a continuous process. The ability to influence others through motivation and persuasion depends on the special ability of one's self.

1. The aim of Caltex Australia in having its managers complete this report is to gain stakeholder insight in building and promoting a positive workplace culture and team engagement. A critical analysis and identification of the case study material:
2. Two key benefits that Caltex will achieve from having a more positive workplace and more team engagement:
 - One of the benefits that Caltex can achieve by having a more positive workplace and more team engagement is employee turnover. This will help Caltex to retain and gain their employee's trust and loyalty. Also, it will help them to motivate their employees to do their job in the right manner.
 - In addition to increasing employee turnover for Caltex because of a positive workplace, it will give a health benefit to each individual within the organization by diminishing the stress in the workplace.

Two key factors that will help Caltex in building and promoting positive workplace and team management.

- One of the key factors that will help Caltex to promote and build a positive workplace is supporting each other within the organization. This will help to ease the burdens, difficulties, and bad days of an individual. Being compassionate and supportive of each other within the organization will ease the tiresomeness and dullness in the workplace.
- Also, everyone within the organization should promote positive communication towards each other. This is one of the key factors to promote a positive workplace and team engagement. Promoting positive communication means treating people within the organization. This means treating people with respect and kindness towards their different beliefs, views, and cultures and appreciating everyone's success.

Two barriers that Caltex faces in building and promoting positive workplace and team management.

- In the self-analyzation of Caltex, one of the barriers to promoting positive workplace and team management is resistance to change. Most of the people within the organization are complacent about how the organization works and the culture. Somehow, if the organization decides to change the culture, it will be difficult for the people who are resistant to change because some people are not risk-takers and are anti-social.

- One of the biggest barriers for Caltex will be miscommunication. There are a lot of instances wherein the people within the organization are miscommunicated regarding important details about the organization. Relaying information across the organization is vital and a key factor in the success of the organization.

Based on your identification of benefits, factors, and barriers, your overall understanding of the theory and practice of organizational culture, and your research into Caltex, evaluate whether you consider your recommendations will make a difference to Caltex.

As of the current events, Caltex Australia is one of the leading companies in Australia. As an assumption, the organization must have a well-organized and established culture within the organization. The people constituting the organization are adept in different aspects of the organization. Evidently, the organization has massive success in terms of expansion and profitability based on the organization's financial statement. However, no organization is perfect. Learning and challenges are always areas to improve and develop the organization to its full capability. Moreover, each organization has its own management style and approach. Thus, the theories and practices of organizational culture, as discussed on the previous page, are recommendable as the key is consistency. Every organization desires a well-organized, positive, and engaging workplace, which the organization tend to leave unnoticeable because of other matters within the organization.

Conclusion

Predominantly, identifying the people and their influence towards an organization can be an advantage and factor in the success and achievement of the organization. Thus, a critical analysis of the organization's information within the organization is a vital process for the organization in decision-making and solving problems. In addition, the process of learning within the organization is significant for every individual across the organization. The theories and practices for the betterment of the organization's culture are helpful in enhancing the capabilities of everyone at an individual and organizational level. Moreover, these theories and practices serve as a guide to demonstrate the acceptable behaviours, attitudes, and traits in society. All the theories and practices are helpful tools to enrich the social and cultural aspects of an individual and the organization. Hence, each individual and the organization must be socially and culturally accepted despite the differences in society. Furthermore, the organization's culture must be ethically accepted by the international community to ensure the credibility of the organization. It entails a professional manner and ethical deeds to achieve the organization's vision and mission with the collaboration of different organizations and individuals. Notwithstanding, the demonstration and manifestation of socially and culturally acceptable behaviours, attitudes, and traits constitute a positive and agreeable work environment. It will be beneficial for the organization as it will increase the value of employees and the brand of the

organization in society.

Recommendation

As the organization continues to expand its markets and business, there might be hindrances and difficulties throughout achieving the organization's goal, but with positivity, knowledge, and organised learning, the organization can be achieved. As a recommendation based on critical and profound research, the organization can be achieved more by consistently applying and maintaining the rules, ethics, and professionalism in a socially and culturally acceptable manner. The behaviours, attitudes, and traits for organizational learning can be achieved through each individual and within the organization. Overall, learning is a continuous process that entails a profound and organized internal reflection of one's self. The success of the organization starts not within the organization but within everyone in the organization.