ORGANIZATIONAL CULTURE PROFILE OF ELITE FOOD PRIVATE LIMITED, AROOR, KERALA

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Abstract:

Organizational Culture related concepts (culture, climate, environment, atmosphere, ethos, etc) have been used loosely and interchangeably, although an attempt has been made to delineate some of them (Pareek 1991). Distribution and concentration of power can be one basis of classifying culture. From this angle organization culture can be of four types: autocratic, bureaucratic, technocratic and entrepreneurial. This study was conducted to find out the Organizational Culture Profile of Elite Food Pvt. Ltd., Aroor. This is a descriptive study using primary and secondary data. Standard questionnaire of Dr. Udai Pareek was used in this study. The study reveals that the employees of Elite Food Pvt. Ltd., Aroor have high Organizational Culture Profile.

1. Introduction:

Organizational Culture includes the organization values, visions, norms, working language, systems, symbols, beliefs and habits. It is also the pattern of such collective behaviours and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. "Organizational culture is the key to organizational excellence and the function of leadership is the creation and management of culture" (Schein). Interpreting and understanding organizational culture is an important activity for managers and consultants because it affects strategic development, productivity and learning at all levels. Cultural assumptions can both enable and constrain what organizations are able to do.

1.1 Need for the Study:

According to Udai Pareek, the organisational culture-related concepts also can be seen as multilevel concepts. At the core (first level) are the values, which give distinct identity to a group. This is the basic ethos of the group. Pareek defines ethos as "underlying spirit of character or group and is the root of culture". The second level concept is climate which can be defined as the perceived attributes of an organization and its members, groups and issues. The third level concept relates to atmosphere which is distinct factor that affects the development of someone or something. Hence this topic was chosen by the researchers for the study.

1.2 Objectives of the Study:

- To identify the Organisational Culture Profile of Elite Food Pvt., Ltd., Aroor
- To find out the factors that contribute more to Organisational Culture Profile of Elite Food Pvt, Ltd., Aroor

This study is an attempt to uncover the Organisational Culture Profile of Elite Food Pvt., Ltd., Aroor. The Elite Food Private Limited has been in the field of manufacture and distribution of products for the last 28 years. The products of Elite Food Private Limited are recognized for its quality and safety. The organization has now poised for a lift from the domestic market to the international market. Elite Group is an ISO 9001-2000 certified company and also has the certification of HACCP (Hazard Analysis and Critical

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Control Point). It works under the supervision of Japanese Institute of Productivity Management (JIPM) and is also known to have taken up Total Productivity Maintenance policy under JIPM. The factories of the company are quite well-equipped with the most advanced technologies of late the group has also implemented SAP in order to streamline business activities. The organization has its corporate office and manufacturing unit at Thrissur. The manufacturing units are located at Aroor, Kalamassery, Thrissur, Tamilnadu, Mumbai and Indore. All the location together employed around 1200 personnel. The major products of the units are different bread varieties. Elite is located in a 2.2-acre in the development area at Aroor, beside the NH 47, close to the commercial city of Cochin, this units was established in 1987.

2. Review of Literature:

According to Uday Pareek, Culture is reflected in the artifacts-rituals design of space, furniture and way of dealing with various phenomena. Distribution and concentration of power can be one basis of classifying culture. From this angle organization culture can be of four types: autocratic, bureaucratic, technocratic and entrepreneurial.

An **Autocratic Culture** is primarily concerned with following prominent protocol, dominated by dependency climate with affiliation. People are selected on the basis of relationship and they are trusted. Deaf climate is characterised as "the top managers control the organization and the employ their own in group members, who are extremely loyal to this leaders". The ethos of such a culture is closed, mistrusting and self-seeking. In an autocratic leadership style, the person in charge has total authority and control over decision making. By virtue of their position and job responsibilities, they not only control the efforts of the team, but monitor them for completion –often under close scrutiny.

A **Bureaucratic Culture** is concerned with the following proper rules and regulations. Its climate is dominated by control and backed up by dependency. Such as climate have been characterised as "a bureaucracy and a rigid which dominate the organization. Because action are generally referred to the levels above for approval, decision are usually delayed. It is more important to follow rules and regulation than achieve results. Senior employees protect those subordinates who do not make any procedural mistakes". The ethos of a bureaucratic organization is characterised by playing safe, inertia, lack of collaboration and closedness.

A **Technocratic Culture** generally has an apex climate-expert power being dominant, with a backup climate of extension. "Specialist play a major role in the organization, working in a planned way on socially relevant matters. The organization plays the attention to the employee's needs and welfare. The ethos is the positive proaction, autonomy, collaboration and experimentation. Technocrats are individuals with technical training and occupations who perceive many important societal problems as being solvable, often while proposing technology-focused solutions.

An **Entrepreneurial Culture** is primarily concerned with result and customers. Its climate is generally that of achievement, or concern for excellence and extension or concern for larger groups and issues. In such a climate "employ work on challenging task, and develop equal attention to the social relevance of these tasks. The organization has developed highly developed sense of social responsibility, as well as strong sense of its responsibility to fulfil employee needs".

3. Research Methodology:

The area of study was Elite Food Pvt. Ltd, Aroor, Kerala. The researchers used descriptive research design in this research. Primary data were collected using a

standard Organisational Culture Profile questionnaire of Dr. Udai Pareek. According to Dr. Udai Pareek Distribution and concentration of power can be one basis of classifying culture. From this angle organization culture can be of four types: autocratic, bureaucratic, technocratic and entrepreneurial. Since this questionnaire was found suitable in this research, no modification was done in the questionnaire. The sample size consists of 42 employees working in different units were included in this study. Convenience sampling was used in this research. The data were analysed using descriptive analysis and Factor analysis with the help of SPSS.

4. Results And Discussions:

4.1 Factor Analysis:

Factor analysis is a data reduction method used to reduce the large number of variables resulting in our data to a few manageable factors we have conducted factor analysis for the variable which are coming under Organizational Culture Profile (OCP). The results obtained were given in Table 1.

Table 1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.377
Bartlett's Test of Sphericity	Approx. Chi-Square	1086.985
	Df	496
	Sig.	.000

KMO Bartlett's Test results indicate that the factor analysis can be applied to the given set of data. The communalities were given in the table 2

Factoring:

The extraction factors for the given variables were moderately high values. There values indicate how much of each variable is accounted for by the underlying factors taken together. There is only one factor resulting from the analysis explaining a total of 82.325 of the variations in the entire data after varimax.

Rotation is performed in the percentage of variation explained by the first, second and third factors are 22.174, 12.744, and 10.552 respectively. The percentage of variance explained by the fourth, fifth and sixth factors are 7.224, 7.086, and 6.052 respectively. Seventh, eighth, ninth and tenth factors explained percentage variance 5.169, 4.209, 3.842 and 3.273 respectively.

Table 2: Communalities

	Initial	Extraction
S11	.816	.453
S12	.824	.753
S13	.893	.660
S14	.819	.648
S21	.788	.565
S22	.922	.659
S23	.921	.748
S24	.863	.910
S31	.872	.702
S32	.938	.858
S33	.910	.735
S34	.976	.953
S41	.889	.574
S42	.840	.769

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S43	.844	.616
S44	.856	.524
S51	.890	.692
S52	.923	.788
S53	.946	.855
S54	.949	.729
S61	.972	.884
S62	.948	.759
S63	.969	.810
S64	.917	.850
S71	.986	.869
S72	.989	.922
S73	.872	.835
S74	.940	.802
S81	.959	.774
S82	.937	.733
S83	.943	.791
S84	.904	.708

Extraction Method: Principal Axis.

Table 3: The total variance explained

factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.096	22.174	22.174	6.868	21.464	21.464	3.395	10.609	10.609
2	4.078	12.744	34.918	3.836	11.988	33.452	3.293	10.290	20.899
3	3.377	10.552	45.471	3.132	9.788	43.239	2.685	8.390	29.289
4	2.312	7.224	52.694	2.077	6.491	49.730	2.631	8.222	37.511
5	2.267	7.086	59.780	2.014	6.294	56.024	2.530	7.906	45.417
6	1.937	6.052	65.832	1.707	5.334	61.359	2.502	7.818	53.235
7	1.654	5.169	71.002	1.391	4.345	65.704	1.802	5.630	58.865
8	1.347	4.209	75.211	1.064	3.326	69.030	1.790	5.593	64.458
9	1.229	3.842	79.053	1.009	3.153	72.183	1.683	5.261	69.719
10	1.047	3.273	82.325	.828	2.586	74.769	1.616	5.050	74.769
11	.877	2.739	85.065						
12	.717	2.242	87.307						
13	.581	1.815	89.122						
14	.559	1.748	90.870						
15	.491	1.534	92.404						
16	.411	1.285	93.689						
17	.336	1.050	94.739						
18	.325	1.016	95.755						
19	.265	.829	96.584						
20	.203	.634	97.218						
21	.177	.552	97.770						
22	.145	.455	98.224						
23	.140	.436	98.661						
24	.109	.341	99.002						

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25	.090	.282	99.283							
26	.067	.209	99.492							
27	.052	.164	99.656							
28	.041	.128	99.784							
29	.032	.099	99.883							
30	.023	.071	99.954							
31	.011	.036	99.989							
32	.003	.011	100.000							

Extraction Method: Principal Axis Factoring.

The ten factors were extracted and is given in table 4

Table 4: Factor Matrix

	Factor									
	1	2	3	4	5	6	7	8	9	10
S11	.280	.317	.062	.051	.409	-.014	.262	-.047	-.154	-.068
S12	.472	.148	.592	.121	.311	-.057	.083	-.072	-.162	z.067
S13	.566	-.189	.127	-.038	-.154	-.076	-.256	.272	-.094	.328
S14	-.600	.121	-.230	-.157	.096	.034	-.136	.282	.205	.213
S21	-.069	-.349	-.203	-.026	-.311	.183	.363	.250	.269	.025
S22	.236	.508	-.315	.189	.194	.062	.099	.334	.210	-.064
S23	-.348	-.443	.405	.133	.345	.192	-.238	.043	-.174	.065
S24	.307	-.071	.107	.590	.135	-.343	.039	-.238	.431	.266
S31	-.099	-.719	-.134	.174	.169	-.244	.033	-.091	-.167	-.045
S32	.616	.055	.126	.266	-.534	.150	-.184	-.045	.132	-.168
S33	-.607	.242	.492	-.068	.003	-.132	-.081	.053	.148	-.107
S34	-.228	-.595	.284	.522	.106	-.011	.381	.128	.095	.109
S41	.065	-.094	.178	.457	-.001	.492	.233	-.013	-.117	.101
S42	-.295	-.171	-.399	.300	.060	.535	-.223	.233	.019	-.102
S43	-.307	.421	.383	-.037	.412	.035	-.013	.151	.018	-.053
S44	-.435	.123	-.355	.257	.290	-.057	.131	.087	.092	.082
S51	.528	.110	.353	.206	-.100	-.168	-.305	.295	-.101	.079
S52	.673	.209	.377	-.019	.069	.303	-.018	-.193	.045	-.114
S53	.569	-.210	-.068	-.030	.105	-.449	-.040	.226	.102	-.454
S54	.294	.531	.200	-.122	-.404	-.102	.204	-.056	.287	.067
S61	-.331	.445	-.181	.576	-.089	-.411	.107	-.117	-.055	-.078
S62	-.354	.384	.024	.542	-.128	-.030	-.162	.056	-.203	-.322
S63	-.436	.480	.223	.305	-.296	.148	-.354	.049	.039	.089
S64	.746	.118	-.059	.195	-.141	.418	.122	-.124	-.115	-.003
S71	.711	.375	-.278	-.101	.060	.033	.295	.015	-.182	.105
S72	.545	.466	-.487	.054	.069	-.084	.103	.242	-.244	.164
S73	.222	.351	.531	-.149	.501	.139	.038	.192	.217	-.041
S74	-.695	.396	.264	-.076	-.169	.112	.189	.024	.001	.097
S81	-.533	.295	-.310	-.096	.211	.264	.007	-.396	.128	-.105
S82	.473	-.031	-.493	.136	.355	.169	-.190	.036	.198	-.125
S83	.415	.123	-.330	.047	.286	-.042	-.489	-.300	.151	.239
S84	.537	-.454	.245	-.036	.036	.187	.010	.015	.308	-.148

Extraction Method: Principal Axis Factoring.

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	Factor									
	1	2	3	4	5	6	7	8	9	10
S11	.280	.317	.062	.051	.409	-.014	.262	-.047	-.154	-.068
S12	.472	.148	.592	.121	.311	-.057	.083	-.072	-.162	z.067
S13	.566	-.189	.127	-.038	-.154	-.076	-.256	.272	-.094	.328
S14	-.600	.121	-.230	-.157	.096	.034	-.136	.282	.205	.213
S21	-.069	-.349	-.203	-.026	-.311	.183	.363	.250	.269	.025
S22	.236	.508	-.315	.189	.194	.062	.099	.334	.210	-.064
S23	-.348	-.443	.405	.133	.345	.192	-.238	.043	-.174	.065
S24	.307	-.071	.107	.590	.135	-.343	.039	-.238	.431	.266
S31	-.099	-.719	-.134	.174	.169	-.244	.033	-.091	-.167	-.045
S32	.616	.055	.126	.266	-.534	.150	-.184	-.045	.132	-.168
S33	-.607	.242	.492	-.068	.003	-.132	-.081	.053	.148	-.107
S34	-.228	-.595	.284	.522	.106	-.011	.381	.128	.095	.109
S41	.065	-.094	.178	.457	-.001	.492	.233	-.013	-.117	.101
S42	-.295	-.171	-.399	.300	.060	.535	-.223	.233	.019	-.102
S43	-.307	.421	.383	-.037	.412	.035	-.013	.151	.018	-.053
S44	-.435	.123	-.355	.257	.290	-.057	.131	.087	.092	.082
S51	.528	.110	.353	.206	-.100	-.168	-.305	.295	-.101	.079
S52	.673	.209	.377	-.019	.069	.303	-.018	-.193	.045	-.114
S53	.569	-.210	-.068	-.030	.105	-.449	-.040	.226	.102	-.454
S54	.294	.531	.200	-.122	-.404	-.102	.204	-.056	.287	.067
S61	-.331	.445	-.181	.576	-.089	-.411	.107	-.117	-.055	-.078
S62	-.354	.384	.024	.542	-.128	-.030	-.162	.056	-.203	-.322
S63	-.436	.480	.223	.305	-.296	.148	-.354	.049	.039	.089
S64	.746	.118	-.059	.195	-.141	.418	.122	-.124	-.115	-.003
S71	.711	.375	-.278	-.101	.060	.033	.295	.015	-.182	.105
S72	.545	.466	-.487	.054	.069	-.084	.103	.242	-.244	.164
S73	.222	.351	.531	-.149	.501	.139	.038	.192	.217	-.041
S74	-.695	.396	.264	-.076	-.169	.112	.189	.024	.001	.097
S81	-.533	.295	-.310	-.096	.211	.264	.007	-.396	.128	-.105
S82	.473	-.031	-.493	.136	.355	.169	-.190	.036	.198	-.125
S83	.415	.123	-.330	.047	.286	-.042	-.489	-.300	.151	.239
S84	.537	-.454	.245	-.036	.036	.187	.010	.015	.308	-.148

Extraction Method: Principal Axis Factoring.
a. 10 factors extracted. 20 iterations required.

The next task is to interpret the factor loading matrix in order to do so and to be able to interpret the research in a better way the factor rotates is desired. We perform varimax rotation and the rotated factor matrix obtained was given in table 5.

Table 5 : Rotated Factor Matrix[a]

	Factor									
	1	2	3	4	5	6	7	8	9	10
S11	.437	.157	.049	.437	-.049	-.111	-.068	.032	-.142	.053
S12	.123	.410	-.033	.577	-.096	.301	.017	.050	-.318	.177
S13	.132	.134	-.273	-.088	.009	.723	-.008	.133	-.016	.031
S14	-.152	-.681	.022	.020	.083	-.159	.207	.006	.277	-.092

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S21	-.013	-.069	-.289	-.357	.104	-.050	-.016	-.515	.253	.081
S22	.522	-.102	.176	.252	.325	-.013	-.140	.021	.379	.114
S23	-.469	-.030	-.051	.256	-.629	.088	.205	-.029	.110	-.008
S24	.027	.136	.073	.022	.015	.147	-.092	.147	-.064	.910
S31	-.124	-.067	-.108	-.324	-.674	-.012	-.241	-.086	-.084	.196
S32	-.006	.664	.091	-.230	.387	.398	-.121	.048	.151	.091
S33	-.566	-.296	.292	.381	.157	-.116	.111	-.138	-.149	-.071
S34	-.241	.017	-.019	-.007	-.503	.055	.071	-.587	.066	.533
S41	.080	.420	.070	.082	-.215	.009	.386	-.299	.247	.183
S42	-.031	-.062	.125	-.183	-.262	-.148	.156	-.032	.766	-.115
S43	-.118	-.212	.202	.694	.035	-.110	.121	-.010	-.012	-.081
S44	.156	-.448	.247	.026	-.147	-.335	.080	-.050	.223	.213
S51	.066	.240	.127	.198	.097	.730	-.111	.122	-.030	.073
S52	.133	.700	-.192	.375	.220	.153	-.019	.171	-.029	.015
S53	.168	.134	-.092	.009	-.022	.290	-.842	.021	-.045	.064
S54	.109	.172	.033	.086	.770	.095	.044	-.071	-.248	.096
S61	.139	-.200	.807	-.084	.095	-.193	.001	-.024	-.124	.322
S62	-.091	.028	.842	.057	-.006	-.062	.044	-.047	.163	-.052
S63	-.340	-.089	.584	.100	.305	.085	.437	.088	.187	-.045
S64	.476	.724	-.119	-.048	.143	.163	.090	.051	.154	.037
S71	.819	.269	-.151	.061	.249	.099	-.058	.099	-.116	-.042
S72	.884	-.024	.102	-.017	.199	.218	-.058	.176	.058	-.058
S73	.009	.090	-.180	.868	.168	.086	-.039	.025	.029	.036
S74	-.288	-.307	.300	.202	.255	-.278	.469	-.298	-.121	-.167
S81	-.070	-.182	.134	.038	.061	-.762	.223	.224	.150	-.099
S82	.411	.145	-.173	-.014	-.073	-.044	-.322	.369	.492	.152
S83	.236	.061	-.129	-.041	.022	.063	-.043	.793	.142	.242
S84	-.141	.473	-.507	.057	-.038	.213	-.301	-.080	.159	.188

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Factor: 1 - Factor 1 comprises of, Set: 1 - question number 1; Set: 2 - question number 2; Set:3 - question number3; Set:7 - question number 1; Set:7 - question number 2; and Set:8 - question number 2 which comes under the criteria values, rooms and furniture, beliefs, communication and celebrations respectively.

Factor: 2 - Factor 2 comprises of – Set: 1 - question number 4; Set: 3 - question number 2; Set: 4 - question number 1; Set:4 - question number 4; Set: 5 - question number 2; and Set:6 - question number 4; which comes under the criteria values, beliefs, leadership, rituals in meetings, primacy respectively.

Factor: 3 - Factor 3 comprises of Set: 6 - question number 1; Set: 6 - question number 2; Set: 6 - question number 3; and Set: 8 - question number 4 which comes under the criteria primacy and celebrations.

Factor: 4 - Factor 4 comprises of Set: 1 - question number 2; Set: 4 - question number 3; and Set: 7 - question number 4 which comes under the criteria, leadership and communication respectively.

Factor: 5 - Factor 5 comprises of –Set: 2 - question number 3; Set: 5 - question number 4 and Set:3 - question number 1 which comes the criteria rooms and furniture, rituals in meeting, and beliefs respectively.

Factor: 6 - Factor 6 comprises of Set: 1 - question number 3; Set: 5 - question number 1 and –Set: 8 - question number 1 which comes under the criteria values, rituals in meeting and celebrations respectively.

Factor: 7 - Factor 7 comprises of Set: 5 - question number 3 and Set: 7 - question number 4 which comes under the criteria rituals in meeting and communication respectively.

Factor: 8 - Factor 8 comprises of Set: 2 - question number 1; set: 8 - question number 3, and Set: 3 - question number 4 which comes under the criteria rooms and furniture, celebrations and beliefs respectively.

Factor: 9 - Factor 9 comprises of Set: 4 - question number 2 which comes under the criteria leadership.

Factor: 10 - Factor 10 comprises of Set: 2 - question number 4 which comes under the criteria rooms and furniture.

The ten factors results 82.325% of variation explained by the total Organizational Culture Profile (OCP). The remaining variation is due to some unforeseen factors which are not considered in our study.

Rotation converged in 17 iterations.

Table 6 : Factor Transformation Matrix

| Factor	1	2	3	4	5	6	7	8	9	10
1	.479	.563	-.316	.032	.154	.428	-.296	.202	-.038	.127
2	.338	-.067	.467	.409	.613	-.125	.198	.213	-.060	-.133
3	-.534	.299	-.005		.018	.319	.155	-.222	-.346	.051
4	.071	.244	.621	-.059	-.252	.123	.095	-.116	.302	.595
5	.221	-.200	-.175	.657	-.501	-.252	-.146	.273	.103	.168
6	-.005	.429	-.240	.106	-.012	-.212	.499	-.096	.604	-.281
7	.398	.057	-.156	.052	.053	-.369	.038	-.739	-.295	.195
8	.156	-.417	.012	.203	.039	.553	-.164	-.445	.426	-.215
9	-.321	-.133	-.307	.074	.531	-.180	-.224	.010	.344	.545
10	.178	-.332	-.301	-.091	.003	.319	.701	.154	-.147	.348

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

5.2 Respondents Rating on Organisational Culture Profile

	Frequency	Percent	Cumulative Percent
Good description of your organization	41	97.6	97.6
Describes closely to the organization	1	2.4	100.0
Total	42	100.0	

Responses on Organisational Culture Profile:
Chart 1 Response on Organisational Culture Profile
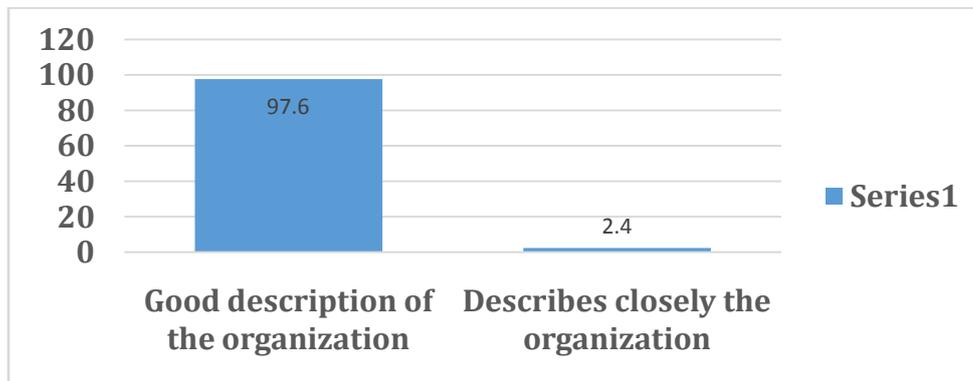
Interpretation: Table 7 shows the per cent of response on Organisational Culture Profile. Out of 42 respondents 97.6 percent have rated good description of Elite Food Pvt Ltd 2.4% describes their group profile is closely to the organization.

Inference: Majority of the respondents agrees that high culture profile exist in the organization.

5. Findings, Suggestions and Conclusion:

5.1 Findings:
- The study reveals that the common factors that contribute to organizational culture profile at Elite Food is values, rooms & furniture, celebrations and rituals in meeting.
- It is understood from the study that high organizational culture profile exist in Elite Food Pvt. Ltd.

5.2 Suggestions:
        The study reveals that, organizational culture profile of Elite Food Pvt. Ltd., Aroor is very high. In order to maintain that, the company may implement the following recommendations.
1. Autocratic leadership could be maintained by improving proper protocol in relation to the persons in power.
2. Bureaucratic leadership could be maintained by making employees to follow proper rules and regulations willingly. This helps employees to avoid procedural mistakes, both behavioral rules and technical rules.
3. Technocratic culture could be maintained with a backup climate of extension.
4. Entrepreneurial culture could be maintained by developing a sense of social responsibility as well as strong sense of responsibility among employees to fulfill their need. It can also be achieved by using proactive entrepreneurial behavior, by

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optimizing risk, innovating to take advantages of opportunities, taking personal responsibility and managing change within a dynamic environment for the benefit of the organization.

5.3 Conclusion:

Organizational culture refers to a system of shared meaning held by the members that distinguishes the organization from other organization. Distribution and concentration of power can be one basis of classifying culture. From this angle organization culture can be of four types: autocratic, bureaucratic, technocratic and entrepreneurial. In this study, it was found that the Organizational culture Profile of Elite Food Pvt Ltd Aroor is high. Elite Food should maintain the existing culture profile to achieve the organizational goal efficiently and effectively.

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