An Analysis of Organisational Culture in Selected Cement Companies

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ABSTRACT:

The culture of an organization is an amalgamation of the values and faith of the people in an organization. It can be felt in the implicit rules and suppositions of behaviour in an organization. It is usually set by management whose decisions on policy reflect the culture of the organization. In the past 25 years, the concept of organizational culture has gained wide acceptance as a way to understand human systems. From an "open-systems" perspective, each aspect of organizational culture can be seen as an important environmental condition affecting the system and its subsystems.

The examination of organizational culture is also a valuable analytical tool in its own right. The culture of the organization, if it is positive and helpful can help to motivate staff or at least prevent them from becoming dissatisfied. If the climate does not satisfy the needs of staff, then it will probably become a demotivator,- that is, it would cause dissatisfaction and so people would become less inclined to work towards the organizational goals. This research has been conducted to study the type of culture which prevails mostly at different levels of Managerial staff, unionized staff & Workmen in in Penna Cements & Mineral Industries Limited and give suggestions to improve the culture which is mostly suitable for different levels of personnel.

KEYWORDS:

Organizational Culture, Companies, Staff.

INTRODUCTION:

The culture of an organization is an amalgamation of the values and beliefs of the people in an organization. It can be felt in the implicit rules and expectations of behavior in an organization. It isusually set by management whose decisions on policy reflect the culture of the organization. In the past 25 years, the concept of organizational culture has gained wide acceptance as a way to understand human systems. From an "open-systems" perspective, each aspect of organizational culture can be seen as an important environmental condition affecting the system and its subsystems. The examination of organizational culture is also a valueble analytical to olinitsown right. The culture of the organization, if it is positive and helpful can help to motivate staff or atleast prevent them from becoming dissatisfied. If the climate does not satisfy the needs of staff, then it will probably become an motivator, that is it would cause dissatisfaction and so people would become less inclined to work towards the organizational goals.

SCOPE OF THE STUDY:

Currently the three most popular organizational topics are Leadership, Organizational Learning and Organizational Culture. The primary role of leadership is to multiply power in organization, build the organization as a learning organization, and develop an appropriate culture, ethos and climate. In this connection this study has been conducted to find the type of culture that prevails in Penna Cements & Mineral Industries Limited.

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OBJECTIVES OF THE STUDY

➢ To study the organizational culture prevailing in Penna Cements & Mineral Industries Limited.
➢ To study the type of culture (Autocratic, Bureaucratic, Technocratic, Entrepreneurial) which prevails mostly at different levels like Managerial staff, unionized staff & Workmen.
➢ To give suggestions regarding the type of culture which is most suitable for different levels.

COMPANY PROFILE:

Penna Cements & Mineral Industries Limited., has been established in the year 1955 in the most backward region of Rayalaseema (Kurnool Dist.,). The Company soon developed into one of the largest cement manufacturing unit in South India.

During the year 2005-06 the Company has been taken over by M/s. Nandi Group of Companies headed by Sri S.P.Y. Reddy (Industrialist & MP from Nandyal).Right from the take over, the Chairman took the initiative to develop the Industry with the modernization of Kiln No.1.

From the last fifty seven years, the Company is providing livelihood to Thousands of its dependants. It started with 200 Mts per day in the beginning and reached to 2300 TPD after modernization. Sri .S.P.Y. Reddy is striving hard to bring back the yester year's glory to Penna Cements.

Highlights:

Ever since the 1st bag of cement rolled out in 1957, the Company's Brand Name and its Producer stood for Strength, Quality & Reputataion. Penna Cement established it's name by letting its hands in shaping number of Projects viz. Srisailam Project, Nagarjuna Sagar Dam (A.P), Koyana Project, Jayakawadi Project (Maharashtra), Almatti Dam, Upper Krishna Project, Malaprabha Dam (Karnataka).

Apart from irrigation & Power Projects, Penna Cements is also being used in large scale for construction of multi-storied buildings, Concrete Roads and many housing colonies & Township.

During 1970s, the Railway Ministry asked some Cement Companies to take part in supply of quality cement to manufacture Concrete Sleepers. (This view was taken by the then Central Government to Protect forest environment imbalances as hitherto, sleepers were made from forest food). Penna Cement is one amongst them. Subsequently, Penna Cements became the first Company in India to supply cement tp N.F. Railway where Penna Cement has been used successfully to manufacture Concrete Sleepers under the strict supervisor of Railways.

In the era of 1960s, 1970s & 1980s Penna Cement war market leader all over South India, Maharashtra & Goa. But subsequently establishment of more & more Cement Plants, the Company's market is restricted to Rayalaseema of A.P, North & East Interior Karnataka, and some Northern parts of Tamil Nadu & Kerala.

OBJECTIVES:

➢To create broad band sustainable market by supplying competitive products that fulfills customer's requirements.
➢Enhance property ownership and ensure sustainable profit.
➢To continuously develop modern and scientific methodology, work culture, and systems.
➢Develop human resources and create job opportunities.
➢Create conducive work environment.
➢Enhance regional development.
➢Control or remove causes for environmental pollution.

MAJOR CUSTOMERS:

Building and road construction contractors Concrete product manufacturers Retail shops

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REVIEW OF LITERATURE:

The importance of organizations form an society can hardly be over-estimated. From life to death one or other form of organization plays a role in the life of the individual and impact on societies, communities and Nation be it political, religious, cultural, educational, judicial, economic, industrial or sport organizations etc. Organization is the vehicle through which groups; collectives and individuals work to achieve their goals, aims and objectives.

Being an Age old phenomenon, almost universal in its appearance and application, there is little doubt that a well organized, managed, planned, resourced, monitored organization can be a powerful tool to improve quality of life, product or process to achieve excellence.

Today we want to focus on two aspects of organizations in addition to the pivotal role of leadership namely organizational culture and organization change as major determents of organizational effectiveness, efficiency, sustainability and overall success as instruments for development.

Loosely defined an organization is a collectivity where people work together to achieve fairly specific goals, objectives with a fairly formalized structure and processes often strongly influenced by environmental factors. Organizational culture entails all that govern, guide and shape the organizations people - relationships.

Organizational change is defined by Meyer and Botha–as"…… the movement of people from a current state to a defined state, different, improved and desired new state through a set of planned and integrated interventions"

With these imperfect definitions in mind we would like to focus on the role of organizational culture and organization change in organizations.

THE FACTORS THAT HAVE INFLUENCED ORGANIZATIONAL CULTURE
HISTORY AND OWNERSHIP

The one-person business, The Family business, the small - group entrepreneur will determine power, and style, due to its centralized ownership.

SIZE:

As the enterprise grows and expands, tight ownership and control may dwindle and others will start influencing style and culture.

TECHNOLOGY:

High cost, high-tech, high touch, fast changing technologies like intel e communications might require more flexible culture than those technologies that are expensive (machinery) where a more formal, well-structured culture will be required.

LEADERSHIP AND MISSION:

Individuals and their values will impact on the culture of the organization. The cultural web as a instrument in analyzing the elements of the organization culture.

THE BRIEF ANALYSIS ABOUT THE
CONTENTS OF THE CULTURAL WEB IS AS FOLLOWING:
STORIES:

What people talk about, what matters, what is defined as success, failure.

ROUTINES:

What is the normal way of doing things, procedures and practices?

RITUALS:

What does the organization highlight? Long, service, quality, performance, and innovation.

SYMBOLS:

Symbols like office size and type of car.

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CONTROL SYSTEM:

Formal, informal, bureaucratic.

ORGANISATIONAL STRUCTURE:

Who reports to whom on a formal basis and who have an informal relationship?

POWER STRUCTURES:

Who makes the decisions, which influences the decisions? How. When. What do we understand then when we use the concept organizational culture? Lynch explains"…it's a set of beliefs, values and learned ways of managing-and this is reflected in its structures, system and approach to the development of corporate strategy. Its culture derives from its past, its present, its current people, technology and physical resources and from the aims, objectives and values of those who work in the organization".

An important factor in analyzing organizational culture is to look for details. Details provide evidence of the organizational culture almost like a guide on a hunting trip to know how a lion looks like, it's imperative to know the foot print of the lion, to look for the broken twig, to look for evidence of the resting place, whether the lion is alone or with cubs in a pack. Analyze the details. "Analysis is important because culture influences every aspect of the organization and has an impact on the performance of organizations". In view of the above we would like to propose the following frame work for analyzing organization culture.

The Power Culture:

"The organization revolves around and is dominated by an individual or a small group"(Lynch 282). Discussions and often most of the initiatives refer back to the centre, which in turn dominates work styles, beliefs, and even practices in the organization. A problem with this kind of organization is that it becomes increasingly difficult for the centre to keep control and manage the organization as it grows and expands.

Even if sub groups of managers develop their plans and initiatives it reflects the preferences of the top or centre.

The Role Culture:

"This organization relies on committees, structures, logic and analysis". In this context a small group of managers will make the final decision but they will rely on procedures, systems and well-defined roles of communication. The management of change is often a problem in this kind of organization especially in an unstable environment the managers often do not see the changes coming or do not know how to manage it.

The Task Culture:

"The organization is geared to tackle identified projects or tasks. Work is under taken in teams that are flexible and tackle identified issues". In this organization power rests with the team and experts are utilized to facilitate group decisions. A problem with this kind of culture is that it is less capable of large-scale work and control relies largely on the efficiency of the team and top management is obliged to allow the group day- to-day autonomy.

The Personal Culture:

"The individual works and exists purely for her or himself. The organization is tolerated as the way to structure and order the environment to certain useful purposes, but the prime area of interest is the individual. An obvious problem with this kind of culture is that each individual feels little loyalty to the organization and is therefore difficult to manage .Lynch applies three criteria related to cooperative strategy to analyze the strategic implications of the four cultures. The three criteria are: Fit with prescription or emergent strategic routes Delivery of competitive advantage. Ability to cope with strategic change He comes up with the following summary on the four types of culture.

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SUMMARY ON THE FOURTYPESOFCULTURE

	Prescriptive or emergent strategy	Delivery of competitive advantage	Ability to cope with strategic change
Power culture	Prescriptive	Enhanced but individuals may miss competitive moves	Depends on individual or group at centre
Role culture	Prescriptive	Solid, slow and substantive	Slow, will resist change
Task culture	Emergent	Good where flexibility is important	Accepted and welcomed
Personal culture	Possible emergent	Depends on individual	Depends on individual

He does add three important qualifications however: Organizations change over time (Movement from one culture to another possible). Several types of culture usually exist in the same organization. Different cultures may predominate pending on the centralization in the company. (Test for strategic fit with the current strategy) In conclusion from the above it is clear that there are not only different cultures but they impact differently on the organization. Kreitner and Kinicki identified four functions of organizational culture – There might well be more – but it is not worthy what those functions are:

➢ Gives members an organizational identity, in other words, attracts develop and keep talented people. Serve as a magnet. A feeling of belonging exists among employees.

➢ Facilitates collective commitment. People own the company, are prepared to give of themselves. Salaries are high, dividends are high productivity is high.

➢ Promote social system stability, strict standards – tight controls more than just discipline-a mystique. Low turnover. Passionate commitment to work hard – strong identification with the company.

➢ Shapes behavior by helping members to make sense of their surroundings. (Organizational culture–social glue).

➢ Every organization has its own unique culture even though they may not have consciously tried to create it. Rather it will have been probably created unconsciously, based on the values of the top management or the founders or core people who build and /or direct that organization. Over time individuals (particularly the organization's leaders) attempt to change the culture of their organizations to fit their own preferences or changing market

place conditions. This culture then influences the decision-making processes, it affects styles of management and what everyone determines as success. When an organization is created it becomes its own world and its culture becomes the foundation on which the organization will exist in the world. People's actions in organizations are not always 'their own' but are largely influenced by the socialization processes of the specific culture to which they belong. Organizational culture is often referred to in the same breath as organizational change-and you will often see the process of developing a new culture or changing the existing one linked into the transition curve.

IMPORTANCEOF CULTURE:

"Organizational culture is the key to organizational excellence...and the function of leadership is the creation and management of culture."Edgar Schein Organizational Culture and Leadership. 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. The job of the consultant is often to provide a method and a structure for organizations to be able to surface the most relevant cultural assumptions. Those that will assist change and those that will hinder the process Organizational theorists began to apply the term culture to corporate /work situations over the past 20 years. Initially the term was used to describe the leadership practices and later In the 80's management gurus defined culture in terms of symbols, slogans, heroes, rites, and rituals etc. These may be elements of culture - but they are not the heart of culture.

WHAT IS CULTURE?

"The way we do things around here "is a common sense definition of culture. But it over simplifies the concept and misses powerful underlying concepts and processes.

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It's better to regard culture as referring to the shared assumptions, beliefs, values and norms, actions as well as artifacts and language patterns. It is an acquired body of knowledge about how to behave and shared meanings and symbols which facilitate everyone's interpretation and understanding of how to act within an organization. Culture is the unique whole, the heart and soul that determines how a group of people will behave. Cultures are collective beliefs that in turn shape behavior.

THEY CAN INCLUDE:

Cognitive frameworks, Shared meanings and perceptions, Behavioral codes, Values, stories, heroes & heroines, Symbols & rituals. A key role for culture is to differentiate the organization from others and provide sense of identity for its members. Cultures do not have to be logical or consistent. Can also have sub groups with different cultures and with varying agendas.

A strong culture is one that is internally consistent, is widely shared, and makes it clear what it expects and how it wishes people to behave. Culture can be defined as "The cumulative beliefs, values and assumptions, underlying transaction with nature and important phenomena (e.g.collectively, environment, context, time, biological differences, power etc.). Culture is reflected in the artifacts-rituals, design of space, furniture and ways of dealing with various phenomena.

Distribution and concentration of power can be one basis of classifying culture. From this angle, organizational cultures can be of four types: Autocratic (or feudal), Bureaucratic, Technocratic and Entrepreneurial (or organic and democratic). Autocratic or feudal culture is characterized by centralized power concentrated in a few persons, and observation of proper protocol in relation to the person(s) in power. Bureaucratic culture is characterized by primacy of procedures and rules, hierarchy, and distant and impersonal relationships.

Technocratic culture emphasizes technical professional standards and improvement. Entrepreneurial culture is concerned about achievement of results and providing excellent service to customers.

RESEARCH METHODOLOGY

Data Source   : Primary and Secondary

Data Collection technique   : Questionnaire

Sample Unit   : Employees of Penna Cement Factory PLC.

Sample Size: 27 – Managerial Staff , 7 –Unionized Staff, 61 –Workmen

Sampling Technique: Stratified Random Sampling

Statistical Techniques Used: Mean Median Mode, Standard Deviation, Fisher's t-test&
Analysis of Variance (F-test)

The instrument has eight sets dealing with
(1) Values

(2) Beliefs

(3) Primacy

(4) Rituals in meetings

(5) Celebrations

(6) Communication

(7) Leadership

(8) and Rooms and furniture

The figures in the parent thesis refer to the serial numbers of the sets in the instrument.

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ANALYSIS AND INTEPRETATION
CULTURE SCORE OF WORKMEN

Employee	Autocratic	Bureaucratic	Technocratic	Entrepreneurial
463	13	20	27	20
488	10	25	27	18
499	12	22	28	18
501	13	20	27	20
503	18	19	22	21
524	12	23	28	17
525	12	23	28	17
577	13	19	26	22
594	13	20	27	20
607	11	21	27	21
608	12	20	25	23
615	11	22	27	20
616	13	19	28	20
622	14	17	28	21
636	14	17	28	21
639	14	17	26	23
644	16	16	29	19
647	14	17	28	21
654	14	17	28	21
655	14	20	25	21
656	16	19	25	20
665	16	19	24	21
666	16	19	24	21
670	15	22	23	20
676	14	23	22	21
681	14	23	22	21
683	15	20	24	21
692	13	22	24	21
693	12	23	23	22
702	12	22	28	18
703	13	23	27	17
704	12	22	28	18
707	13	23	28	16
708	13	23	27	17
709	14	23	28	15
714	13	23	27	17
715	13	23	27	17
717	13	24	28	15
720	13	23	28	16
733	13	24	28	15
734	13	23	28	16
735	13	23	30	14
736	13	23	28	16
739	13	23	28	16
741	13	23	28	16
742	13	23	28	16
745	11	21	28	20
746	13	23	28	16
753	13	23	28	16
754	12	22	28	18
756	12	22	28	18
758	13	23	28	16
764	13	23	28	16
765	13	23	28	16
766	13	23	28	16
769	11	21	28	20
774	11	21	28	20
794	12	22	28	18
809	13	23	28	16
810	13	23	28	16
812	12	22	28	18

CULTURESCORES OF MANAGERIALLEVEL STAFF

Employee	Autocratic	Bureaucratic	Technocratic	EntrepreneurialSco
4	26	15	22	17
11	27	15	22	16
12	26	15	22	17
18	26	15	22	17
21	26	15	22	17
25	26	15	22	17
27	26	15	22	17
32	23	19	19	19
28	27	21	19	13
42	28	18	20	14
44	26	16	22	16
46	26	16	22	16
48	26	16	21	17
53	19	18	21	22
55	11	26	27	16
60	23	19	19	19
66	25	20	19	16
71	25	19	20	16
74	25	19	20	16
75	25	19	20	16
76	22	20	20	18
77	25	19	20	16
78	27	17	22	14
79	27	17	22	14
85	27	17	22	14
86	27	17	22	14
88	27	17	22	14

CULTURESCORES OF UNIONISEDSTAFF

Employee	Autocratic	Bureaucratic	Technocratic	EntrepreneurialSco
8834	13	27	26	14
8838	12	26	25	17
8843	11	22	30	17
8845	12	23	26	19
8846	13	23	30	14
8851	14	20	26	20
8853	12	17	22	19

SUMMATION OFSTATISTICALRESULTS

Culture	Mean	Medi	Su	Su	Standard
WORKMEN					
Autocratic	13.098	13	79	105	1.82
Bureaucratic	21.475	22	13	284	2.12
Technocratic	26.950	28	16	445	1.85
Entrepreneu	18.475	18	11	211	2.36
MANAGERIAL LEVEL					
Autocratic	24.962	26	67	171	3.37
Bureaucratic	17.592	17	47	851	2.5
Technocratic	21.222	22	57	122	1.65
Entrepreneu	16.222	16	43	720	1.93
UNIONISEDSTAFF					
Autocratic	13.857	13	97	142	3.72
Bureaucratic	22.571	23	15	363	3.41
Technocratic	26.428	26	18	493	2.82
Entrepreneu	17.142	17	12	209	2.41

SUMMARY OF T-TEST VALUES (Workmen vs. Managerial Staff)

Culture	T-TestValue
Autocratic	2.87
Bureaucratic	0.813
Technocratic	0.969
Entrepreneurial	0.539

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SUMMARY OF F-TEST VALUES (Workmen, Managerial Staff and Unionised Staff)

Culture		F-Test Value
Autocratic		249.72
Bureaucratic		28.99
Technocratic		88.9
Entrepreneurial		9.63

TESTRESULTSTOMEASURETHE SIGNIFICANCE

T-Test	Df	Derived Value	Required Value from Tables 5%	1%	Remarks
Autocratic	86	2.87	1.988	2.634	Significantat1% &5%
Bureaucratic	86	0.813	1.988	2.634	Insignificant
Technocratic	86	0.969	1.988	2.634	Insignificant
Entrepreneuri al	86	0.539	1.988	2.634	Insignificant

F-Test	Df	Derived Value	Required Value from Tables 5%	1%	Remarks
Autocratic	2/92	249.72	3.107	4.88	Significantat1% &5%
Bureaucratic	2/92	28.99	3.107	4.88	Significantat1% &5%
Technocratic	2/92	88.9	3.107	4.88	Significantat1% &5%
Entrepreneurial	2/92	9.63	3.107	4.88	Significantat1% &5%

SUMMARY OF FINDINGS

➢ The lower the score, the higher is the value given in that culture. By seeing the scores (sum) of workmen, the autocratic culture score is less (799) when compared to other scores & Technocratic culture score is high (1644). This clearly indicates that the workmen give high value to autocratic culture and low value to technocratic culture.That is, they feel the power is concentrated on few persons and there is no much improvement in technicall /professional standards.

➢ At the managerial level, entrepreneurial culture has got less score (438) and autocratic culture has got more score (674). This clearly indicates that there is no a high concern for achievement of results and the company is providing excellent service to customers. This also shows that power is decentralized.

➢ At the unionized staff level, autocratic culture has got less score (97) and technocratic culture has got more score (185). This a gain shows that people at unionized staff level feel that the power is vested on few persons and there is no Improvement in technical /professional standards.

➢ Standard deviation shows the variance of scores on a distribution. From the calculations, there exists less variance in the case of autocratic culture at managerial level, and entrepreneurial culture at unionized staff level. This shows the perception of most of the employees at each level for the specified culture is more or less same.

➢ T-Test results show that there Is a significant difference in the autocratic scores of workmen and managerial level staff. This indicates the means of the set samples (workmen & managerial staff) are significantly different. This means the set levels of people have got entirely opposite opinion about the autocratic culture prevailing in the company.

➢ When we compare the differences in the means– autocratic, bureaucratic, technocratic & entrepreneurial culture scores of the three levels of staff (workmen, managerial staff, and unionized staff) by using one – way analysis of variance (F-Test), it shows that at all levels there exists a significant difference .

SUGGESTIONS:

➢ At the Workmen level, the most suited culture is technocratic and entrepreneurial. But the findings show that the workmen perceive only autocratic culture prevails mostly. This perception can be changed by inviting suggestions from workmen on improving technical aspects and rewarding them suitably.

➢ At the Managerial level, more of entrepreneurial culture and less of autocratic culture is suitable. The perceptions of managerial people matches with the findings.

➢ At the Unionized staff level, more of technocratic and less of autocratic culture is suitable. But the

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perception of the unionized staff is reverse. So, steps are to be taken to change the perceptions.

➢ Cultural change is not achieved by simply developing skills and knowledge. Different strategies are required: Symbolic management, transformational leadership, and true empowerment. Following are the general suggestions for changing culture in an organization.

➢ Coaching executives and managers in the behavior used by transformational leaders to lead cultural change.

➢ Identifying and measuring cultural beliefs, values and attitudes that are driving organizational behavior.

➢ Changing these beliefs, values and attitudes and acceptance of the new needs of the organization and the appropriateness of new behavior.

➢ The manager should act as a "role model" or example for the staff by actually behaving in the way that she /he wants them to behave.

➢ Rewarding appropriate behavior in some way. Communicating to staff what behavior is desired in as many ways as possible. Providing training in order to highlight the activities that support the sort of culture that the manager is trying to encourage. Involving each employee in the development of change strategies.

➢ Demonstrate them how the new vision will meet their individual needs (e.g. for job security, professional development).Using early successes in some parts of the organization to reinforce further change.

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