COVER PAGE

Title	A Study to analyse the difference in the level of OCTAPACE values between various demographic profile
Author	Dr. Parinaz Bharucha
Track Affiliation	Track 5 - Role of Human Capital for Resilient Businesses
Designation/Post	Assistant Professor

<u>**Contact Details**</u>

Institution/College/University with full address & Pin Code	S. R. Luthra Institute of Management, MTB College Campus, Near Adarsh Society, Athwa Lines, Surat – 395 001.
Residential address with Pin Code	Block – 3, Sava Sadi Sadan, Bhavnagri Street, Vanki Bordi, Surat – 395 003.

A Study to analyse the difference in the level of OCTAPACE values between various demographic profile

- Dr. Parinaz Bharucha, Assistant Professor, S. R. Luthra Institute of Management, Surat

Abstract

Aim

Purpose of current research is to study eight dimensions of OCTAPACE Culture prevailing in Higher Education Institute's using the OCTAPACE Framework through a 40-item instrument developed by Prof. T. V. Rao that gives the profile of organisation's ethos in 8 values. It also aims to analyse the difference in the level of OCTAPACE values between various demographic profile.

Background

Strong organizational culture is important to motivate employees in the organization. Motivated employees are primary drivers to improve performance in organizations (Simoneaux & Stroud, 2014). In a strong organizational culture, employees and business managers have an excellent professional quality that contributes to performance improvement in the organization (Pinho et al., 2014). In a strong organizational culture, business managers may develop and maintain a strong cultural foundation in the organization (Simoneaux & Stroud, 2014). The foundation work includes establishing the organization members' working culture and developing a set of rules and trends of doing business in the organization (Flamholtz & Randle, 2011). Customers and other stakeholders use the organization members' culture and their work trends to identify their organization from other organizations culture (Cian & Cervai, 2014).

The present study attempts to analyse the differences in the level of OCTAPACE values between various demographic profile (gender, experience, and type of institute). The factors if taken care by the HEI's will add to the benefit of the Institute. This shall help to improve the institute's productivity and profitability. Therefore, the study involves research that helps the institutes to understand and motivate employees' behaviour.

Rationale

The rationale to study organizational culture is growing in importance partly because of an increasing need to merge and shape the different organizations' cultures as structural changes have occurred. A strong culture is the driving force to structural changes and this study helps to identify how organizational culture acts as an intrinsic motivation for the employees in organizations of Education industry. A study on employees' perceptions and attitudes regarding organizational culture of their respective colleges would be essential not only to them but also to their employers. This provided the necessary impetus for conducting the present study.

Method

The study is an applied one and the data collection method has been descriptive. The statistical population consisted of staff of Higher Education Institutes (HEI's) comprising of Undergraduate and Post Graduate Programmes.

Results

Research findings show that effectiveness of culture that has met the expected level. The major findings show that Collaboration exists in the organisation at a higher level than any other aspect. Proactive is the second preferred factor. The mean score of Experimentation shows that the organisation in average encourages its employees towards innovative approaches to solve problems, using the feedback for improving; taking a fresh look at things and that it encourages creativity. Confrontation shows that the employees face the problems and work jointly with others concerned to find its solution. Autonomy shows that the employees have lesser freedom to plan and act in their own sphere. Openness indicates that people are free to express their feelings and thought, and share them without defensiveness. Trust which means that the employees of all departments and groups trust each other and can rely upon to do whatever they say they will do. Authenticity in the organization is also at an average level. It is the willingness of a person to acknowledge the feelings he/she has, and to accept him/her as well as others who relate to him/her as persons.

Conclusion

The study of OCTAPACE culture, that constitutes the core values of organizational ethos have been found to be at a high level.

Keywords

Introduction

Culture represents behaviours and beliefs of a specific social, ethnic or age group. In cut throat competition, only those organisations will endure and flourish who have an edge over others in the resources they possess. Organizations will only be able to meet the challenges if they can acquire and utilize valuable, scarce, and inimitable resources (Barney, 1991). Human resources fall in this category, particularly, if they are effectively deployed through appropriate management of organizational culture (Barney and Wright, 1998).

Sinha, et al (2016) reflects that organizational culture is hypothesized to play a decisive role in the development of a unique corporate identity. This unique identity provides organizations with the opportunity to attain strategic leadership. Keeping in view the vital role culture plays in the success of any organization, the study was undertaken with the objective of comparing the organizational culture of companies in the IT and Banking sectors in India. The study was based on the concept of OCTAPACE culture—an acronym for Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration, and Experimentation.

Fatima (2020) examined climate of the public sector undertaking and identified that more importance was given to the factors such as proactivity and experimentation. However, the employees agree that there was always a good and open communication between the officials and the subordinates. The seniors never forget to accept good suggestions from the juniors.

Jain and Varghese (2009) had concluded the factors of OCTAPACE and their effects on employees. The study shed light on few suggestions on behalf of employees to integrate work culture with effective performance. Schein (2010) has studied organization's success is determined by the skills and motivation of the employees. Competent employees are the greatest assets of any organization. Given the opportunities and by providing the right type of climate in an organization, individuals can be helped to give full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources. For this purpose, a congenial HRD climate is extremely important. There is a significant difference in the developmental climate prevailing in software and manufacturing organizations.

Research Objective

After identifying and clarifying the problem, formal statement of the problem and research objectives are framed. The research objective for the present study is to analyse the difference in the level of OCTAPACE values between various demographic profile.

Scope of the study

The present study involves staff of Higher Education Institutes (HEI's) comprising of Undergraduate and Post Graduate Programmes. For present research, primary data is collected through survey method with the aid of structured questionnaire. The secondary data is collected from journals, books, websites, reports of government, thesis/dissertation work etc.

Sampling Technique

For the given research, selection of the respondents is done based on non-probability convenience sampling. The OCTAPACE profile, a 40-item instrument gives the profile of organisation's ethos in 8 values. These values are openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, and experimentation. The instrument contains 2 parts. In part I, values are state in items 1 to 24 (three statements of each of the eight values), and the respondent is required to check (on a 4-point scale) how much each item is valued in his organisation. Part 2 contains sixteen statements on beliefs, 2 each for 8 values, and the respondent checks (on a 4-point scale) how widely each of them is shared in the organisation.

Hypothesis

Depending upon the objectives stated above the following hypotheses is formulated:

H0 – There is no significant difference in demographic profile (gender, experience, and type of institute) and the level of OCTAPACE values

H1 – There is a significant difference in demographic profile (gender, experience, and type of institute) and the level of OCTAPACE values

Analysis & Interpretation

Kruskal Wallis Test is conducted on the statements of OCTAPACE and Gender, Experience and Type of Industry to study the significant difference. The results of the same is presented below:

Table 1: Hypothesis Testing of OCTAPACE with Demographic Profile (Gender, Experience & Type of Industry)

Statements	Gender	Experience	Type of Industry
OPENNESS TO EXPERIENCE			
Free interaction among employees, each respecting others' feelings, competence, and sense of judgement	0.514	0.002	0.244
	Retain HO	Reject HO	Retain HO
Genuine sharing of information, feelings, and thoughts in meetings.	0.064	0.346	0.375
	Retain HO	Retain HO	Retain HO
Free discussion and communication between seniors and subordinates.	0.386	0.02	0.210
	Retain HO	Reject HO	Retain HO
Effective managers put a lid on their feelings.	0.284	0.023	0.958
	Retain HO	Reject HO	Retain HO
Free and frank communication between various levels helps in solving problems.	0.424	0.096	0.213
	Retain HO	Retain HO	Retain HO
CONFRONTATION			
Facing and not shying away from problems.	0.696	0.068	0.759
	Retain HO	Retain HO	Retain HO
Going deeper rather than doing surface-level analysis of interpersonal problems.	0.297	0.777	0.112
	Retain HO	Retain HO	Retain HO
Facing challenges inherent in the work situation.	0.248	0.757	0.254
	Retain HO	Retain HO	Retain HO
Pass the buck tactfully when there is a problem.	0.773	0.394	0.973
	Retain HO	Retain HO	Retain HO
Surfacing problems is not enough; we should find the solutions.	0.966	0.530	0.528
	Retain HO	Retain HO	Retain HO
TRUST			
Offering moral support and help to employees and colleagues in a crisis.	0.366	0.439	0.560
	Retain HO	Retain HO	Retain HO
Interpersonal contact and support among people.	0.213	0.828	0.855
	Retain HO	Retain HO	Retain HO
Confiding in seniors without fear that they will misuse the trust.	0.172	0.817	0.907
	Retain HO	Retain HO	Retain HO

Statements	Gender	Experience	Type of Industry
Trust begets trust	0.135	0.612	0.554
	Retain HO	Retain HO	Retain HO
When the chips are down you must fend for yourself (people cannot rely on others in times of crisis)	0.069	0.223	0.623
	Retain HO	Retain HO	Retain HO
AUTHENTICITY			
Congruity between feelings and expressed behaviour (minimum gap between what people say and do).	0.629	0.903	0.733
	Retain HO	Retain HO	Retain HO
Tactfulness, smartness and even a little manipulation to get things done.	0.459	0.785	0.092
	Retain HO	Retain HO	Retain HO
Owning up mistakes.	0.441	0.312	0.391
	Retain HO	Retain HO	Retain HO
Telling a polite lie is preferable to telling the unpleasant truth.	0.286	0.958	0.091
	Retain HO	Retain HO	Retain HO
People generally are what they appear to be.	0.707	0.253	0.220
	Retain HO	Retain HO	Retain HO
PRO-ACTIVE			
Preventive action on most matters.	0.939	0.000	0.552
	Retain HO	Reject HO	Retain HO
Seniors encouraging their subordinates to think about their development and take action in that direction.	0.691	0.760	0.635
	Retain HO	Retain HO	Retain HO
Considering both positive and negative aspects before acting.	0.487	0.291	0.521
	Retain HO	Retain HO	Retain HO
Prevention is better than cure	0.657	0.386	0.537
	Retain HO	Retain HO	Retain HO
A stitch in time saves nine.	0.625	0.758	0.659
	Retain HO	Retain HO	Retain HO
AUTONOMY			
Taking independent action relating to their jobs.	0.388	0.402	0.577
	Retain HO	Retain HO	Retain HO

Statements	Gender	Experience	Type of Industry
Close supervision of employees, and directing their action.	0.626	0.566	0.095
	Retain HO	Retain HO	Retain HO
Obeying and checking with seniors rather than acting on your own.	0.495	0.154	0.076
	Retain HO	Retain HO	Retain HO
Freedom to employees breeds indiscipline	0.839	0.163	0.177
	Retain HO	Retain HO	Retain HO
A good way to motivate employees is to give them autonomy to plan their work.	0.902	0.080	0.897
	Retain HO	Retain HO	Retain HO
COLLABORATION			
Team works and team spirit.	0.390	0.131	0.864
	Retain HO	Retain HO	Retain HO
Accepting and appreciating help offered by others.	0.695	0.273	0.667
	Retain HO	Retain HO	Retain HO
Performing immediate tasks rather than being concerned about large organisational goals	0.631	0.425	0.799
	Retain HO	Retain HO	Retain HO
Usually, emphasis on team work dilutes individual accountability.	0.797	0.146	0.132
	Retain HO	Retain HO	Retain HO
Employees' involvement in developing an organisation's mission and goals contributes to productivity.	0.786	0.04	0.186
	Retain HO	Reject HO	Retain HO
EXPERIMENTATION			
Trying out innovative ways of solving problems.	0.328	0.347	0.946
	Retain HO	Retain HO	Retain HO
Encouraging employees to take a fresh look at how things are done.	0.869	0.897	0.981
	Retain HO	Retain HO	Retain HO
Making genuine attempts to change behaviour based on feedback.	0.926	0.494	0.791
	Retain HO	Retain HO	Retain HO
Thinking out and doing new things tones up the organisation's vitality.	0.684	0.493	0.343
	Retain HO	Retain HO	Retain HO
In today's competitive situations, consolidation and stability are more important than experimentation	0.304	0.868	0.909
	Retain HO	Retain HO	Retain HO

The results for each parameter are discussed below:

Openness to Experience

It is observed that for gender and type of industry, the Null Hypothesis (H0) is retained. It means there is no significant difference in gender and type of institute and Openness values. However, regarding experience, the following statement have a significant difference –

- Free interaction among employees, each respecting others' feelings, competence, and sense of judgement
- Free discussion and communication between seniors and subordinates.
- Effective managers put a lid on their feelings.

Pro-activeness

The statement Preventive action on most matters has a significant difference in experience as the Null Hypothesis is rejected. However, with the other statements of Pro-activeness, there is no significant difference observed.

Collaboration

Employees' involvement in developing an organisation's mission and goals contributes to productivity (0.04) has a significant difference about experience. Other than that, the other statements have no significant difference. Hence for others the Null Hypothesis is retained.

Confrontation, Trust, Authenticity, Autonomy & Experimentation

The null hypothesis (H0) to test the difference between the parameters of confrontation, trust, authenticity, autonomy, and experimentation with that of gender, experience and type of industry is retained. It means there is no significant difference in gender, experience and type of institute and Confrontation, Trust, Authenticity, autonomy, and experimentation.

Conclusion

A healthy organizational culture rests on eight strong pillars of the ― OCTAPACE profile refers to Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration and Experimentation. The study of OCTAPACE culture of any organization helps in giving proper training to the employees for maintaining a healthy environment and it also helps in dealing with various problems that exist in the organization. Organizational culture and strong ethos help an organization achieve competitive advantage because the way it contributes value to the organizations' products or services is rare, hard to substitute for and difficult to imitate. The management should involve people to anticipate the problems and arrangements for their resolutions well in advance so that the necessary systemic and process changes are made without compromising quality and quantity. Thus, the management should work for

developing the conducive organisational culture that requires the culture of openness, collaboration, trust, pro-activity, autonomy, authenticity, confrontation, and experimentation.

References

Barney, J. B. (2017). Resources, capabilities, core competencies, invisible assets, and knowledge assets: Label proliferation and theory development in the field of strategic management. *The SMS Blackwell handbook of organizational capabilities*, 422-426.

Barney, J. B., & Wright, P. M. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 37(1), 31-46.

Cian, L., & Cervai, S. (2014). Under the reputation umbrella: An integrative and multidisciplinary review for corporate image, projected image, construed image, organizational identity, and organizational culture. *Corporate Communications: An International Journal*.

Fatima, S. (2020, December). A Study of Organisational Culture:"OCTAPACE" Profile. In *e-journal-First Pan IIT International Management Conference–2018*.

Flamholtz, E., & Randle, Y. (2011). *Corporate culture: The ultimate strategic asset*. Stanford University Press.

Jain, S., & Varghese, G. OCTAPACE: Impact of Organisational Cultural Instrument on Employee Performance and Satisfaction.

Carlos Pinho, J., Paula Rodrigues, A., & Dibb, S. (2014). The role of corporate culture, market orientation and organisational commitment in organisational performance: The case of non-profit organisations. *Journal of management development*, 33(4), 374-398.

Schein, E. H. (2010). Organisation culture and leadership 4 th.

Simoneaux, S., & Stroud, C. (2014). A strong corporate culture is key to success. *Journal of Pension Benefits*, 22(1), 51-53.

Sinha, N., Garg, A. K., Dhingra, S., & Dhall, N. (2016). Mapping the linkage between organizational culture and TQM: the case of Indian auto component industry. *Benchmarking: An International Journal*.