

A Study of OCTAPACE Culture Across Managerial Level

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Organizations must be driven by both effective and efficient management approaches and HR strategies to be successful in today's scenario. The human resource function has rightfully being positioned as an integral part of the overall profitability of business with the introduction of new technologies and innovative practices. In the present business scenario, firms must adopt world class competitiveness for their long term survival, sustenance and a culture that fosters innovation, experimentation and proaction. To meet these challenges and cope up with changing scenario there is a need for good strategies and programs. One such tool to improve this is nurturing of OCTAPACE culture and this will also leverage effectiveness and efficiency. OCTAPACE culture plays a very important role in the success of any organization as it affects the performance of the employees. This research article is an attempt to study the managerial perceptions towards OCTAPACE culture in various organizations of Madhya Pradesh at senior and middle managerial level.

The success and effectiveness of any country depends to a large extent upon the capability, competence, and efficiency of human resources. Human resource are active agents, who accumulate capital, exploit natural resources, build social economic and political organizations and carry forward corporate organizational and national development. Favourable organization culture results in an increase in the efficiency and effectiveness of personnel through significant changes in the organizational structure. Corporate development depends on the speed of the organizational behavior and organizational behavior is affected by the behavior of the individual employees and their groups and structure. The whole concept of behavioral pattern of people within the organization forms an organizational culture.

Culture appears to be sensitive to the roots of the organization, its values, attitudes and it should act as a goal to the development of employees, their creative expansion and change within HRD activities. HRD deals with competence, culture and commitment building. Creation of a favourable work culture by the management is possible when competence and commitment can be built on a continuous basis in a certain type of culture.

To cope up with these changes the culture should facilitate the learning and identification of new competences of people on a continuous basis. Such

a culture has been termed as OCTAPACE which is an acronym of Openness, Collaboration, Trust and trustworthiness, Authenticity, Proactivity, Autonomy, Confrontation and Experimentation.

Review of literature

The essence of the HRD climate can be well gauged from the amount of importance that is given to the development of OCTAPACE culture in the organization. The OCTAPACE items characterized by the occurrence of openness, confrontation, trust, authenticity, proactivity, autonomy, collaboration and experimentation are valued and promoted in the organizations. Empirical studies conducted by (Mishra, et al, 1999; Alphonsa, 2000) indicate that the culture of OCTAPACE values is imbibed in the culture of many organizations to a good or moderate degree. These values help in fostering a climate of continuous development of human resources. Rainayee, (2002) in a study on HRD Climate in Commercial banks found that the overall level of OCTAPACE values in the banks was perceived at a moderate level. Detailed explanation of OCTAPACE culture is as follows -

Openness: The extent to which organization remains open to the views, ideas and suggestions of the members and incorporates it as a part of organizational growth has been identified as the

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dimensions of openness. It is there where people have freedom to express their ideas, views and feelings to each other irrespective of their level, position etc.

A study on organizational and HRD climate carried on by Krishna and Rao, (1997) of one of the largest engineering and manufacturing enterprises in India i.e. BHEL which shows that environment of openness follow good among middle and senior managers in the company. In one of the study of HRD system by Mangaraj, (1999) found that employee's opportunities to express their view points were quite successful.

Rohmetra, (1998) in his study on banking sector of J & K of HRD climate and the attitudinal perceptions of 102 employees covering senior, middle and lower managerial levels and the clerical staff found that the environment is less open for employees that resulted in lower job satisfaction and low job performance .

Confrontation: A study conducted by Bharadwaj and Mishra, (2002) with a sample of 107 senior, middle level managers of private sector organization suggested the existence of good climate for the confrontations among managerial personnel of the organization.

Trust: It is concerned with a culture of people believing each other. There is no need of written instructions or explanations, employees can act on the basis of verbal messages. There is no requirement for monitoring and control. Trust is reflected in maintaining the confidentiality of information shared by others and not in misusing it.

A comparative study of 20 branches of DCCBs, using 105 employees from 10 high performing branches and 10 low performing branches were selected and was found that trust recorded above average in branches with high performance. (Patel,1999). Sharma and Purang, (2000) conducted a survey of 27 middle level managers in the engineering sector, manufacturing primarily power sector with a view to understand relationship between value institutionalization and HRD climate. The study indicated that there exists a

good degree of trust among middle level managers in organization in the above sectors.

Authenticity: It is speaking truth fearlessly and keeping up the promises made. It is indicated by the extent to which people mean what they say and do what they say. It is of a higher order than trust and trustworthiness. Authenticity is the congruence between what one feels, says, and does.

Mufeed (2005) in his empirical study of the HRD climate in Hospitals found that the value of authenticity had been well developed and signified cohesion and trust in employees affect their personal relationship. Mishra et al (1999) have conducted a study on 200 middle level managers of manufacturing (Pharmaceutical) and service (Banking) companies which show that the value of authenticity was recorded average.

Proactivity: Such a culture encourages everyone to take initiative and make things happen. It promotes initiative and exploration on the part of all employees. New activities and new ways of doing things are encouraged. Such proaction can be in any area including role making, role taking, work methodology, cost reduction, quality improvements, culture building etc. Such a culture includes taking initiatives, pre-planning, taking preventive actions, and calculating the pay-offs of an alternative course before taking action.

A comparative study in Universities of Jammu and Kashmir with sample of 521 employees about perception of teaching and non- teaching staff towards HRD climate in universities found the value of pro-activity as unfavorable (Mufeed and Gurkoo 2007). A study conducted on 200 middle level managers of manufacturing (Pharmaceutical) and service (Banking) companies indicate good value of pro-activity in the banks (Mishra et al, 1999).

Autonomy: It is using and giving freedom to plan and act in one's own sphere. It means respecting and encouraging individual and role autonomy. It

is present if every role holder in the organizations, irrespective of his level, has some scope to use discretion in his job. There is a scope to choose one's activities and role.

The organizational and HRD climate surveyed in one of the largest engineering and manufacturing enterprise in India BHEL which shows that the value of autonomy responded poorly by employees (Krishna and Rao, 1997). A study by Philip and McKeown (2004) examined that by giving autonomy to the members of the organization it could be transformed from being a government-owned bureaucratic and loss-making one to a world class performer. The company in the study was characterized by a culture which relied on rules and regulations and there was little incentive to perform well. The labor union dominated the organization and there was a clash between the union and the management. The culture was a dysfunctional one which was hindering the progress of the company and it was performing poorly and was making losses. Then the company was privatized and a new CEO was appointed who transformed the company to a world class performer with a culture that promoted teamwork, encouraged innovation and entrepreneurship by giving significant autonomy to individual managers and transforming it into a learning organization.

Collaboration: It is the culture where people are eager to help each other. A spirit of sacrifice for the sake of each other exists. People are willing to go to any extent to help each other to make sure that the organizational goals don't suffer. It is giving help to, and asking for help from others, working together to solve problems and develop a team spirit.

A study by Mariappan (1999) indicates that no business venture is one man's endeavour. It requires guidance from the top level, coordination among the middle level and support from the lower order to get things done well. Teamwork is the best way of getting things done. A comparative study on 20 leading banking industries in India from a total of 324

responses, 200 complete responses were collected showed that a sense of equity with common facilities is provided to the employees (Priyadarshini and Venkatapathy, 2004).

Experimentation – It is the orientation on the part of the employees to try out new ways of doing things, new ideas and take new decisions characterized by risk taking culture in the organization. It involves encouraging innovative approaches to solve problems, using feedback for improvement and taking a fresh look at things.

An empirical study by Alphonsa, (2000) indicates that the employees are not encouraged when they suggest new things or new ideas. Mufeed (2006) has conducted a study in hospital found that the value of experimentation has been discouraged. They never encourage potential employees by sharing of their new ideas and suggestions.

Objective of the study – The research is carried out with the objective to study the OCTAPACE culture at the managerial level. OCTAPACE culture is studied in these organizations at senior and middle level management. Key objective are as below:

- a) To study the OCTAPACE culture of different service organizations at Madhya Pradesh.
- b) To study the difference in perception of OCTAPACE culture at Senior and Middle managerial level.

Research Methodology

For the purpose of the study service organizations were selected on the basis of simple random sampling. The respondents were informed about the purpose of study and were requested to fill in the questionnaire in different organizations of Madhya Pradesh. The questionnaire was circulated to managers at the senior and middle level management and the data generated from 320 employees are considered for the study. Out of which 160 managers were from the senior level and 160 managers were from the middle level.

Data Analysis and Research Instrument

To measure OCTAPACE culture, instrument developed by Pareek (1992) is utilized. The instrument, which analyses the ethos of the organization, is denoted as OCTAPACE questionnaire. The OCTAPACE profile is 40 items instrument that gives the profile the eight values. The eight important values relevant to organization building are Openness, Collaboration, Trust and trustworthiness, Authenticity, Proactivity, Autonomy, Confrontation, and Experimentation. OCTA means eight and PACE means steps to create functional efforts. The instrument reveals how much these core values exist in these organizations. Part I indicates values, covering first 24 items corresponding three statements of each value. Part II contains remaining 16 items on beliefs, two each for eight values. The respondent checks it on a 4 – point scale and how widely each of them is shared in the organization. With the help of this instrument not only one can check the extent of sharing of these values but the respondent can check how much they should be valued or how much the beliefs are useful. Thus present as well as desired or ideal profiles can be obtained.

Scoring –

The division of statements into eight values is shown below –

Table 1 Division of statements into eight values of OCTAPACE culture -

S.no	Value	Statement no.s
1	Openness	1,9,17,25*,33
2	Confrontation	2,10,18,26*,34
3	Trust	3,11,19,27,35*
4	Authenticity	4,12*,20,28*,36
5	Proaction	5,13,21,29,37
6	Autonomy	6,14*,22*,30*,38
7	Collaboration	7,15,23*,31*,39
8	Experimentation	8,16,24,32,40*

The items marked with an asterisk are first reversed so that 4 becomes 1, 3 become 2. 2 becomes 3 and 1

becomes 4. This makes all items unidirectional. The rows are then added. The eight rows represent eight aspects in the same order. The scores on each aspect range from 5 to 20.

The instrument used for data analysis was t test and measures of central tendency. The results were evaluated on each dimension of OCTAPACE to test the hypotheses of the study. An independent sample t-test was used to examine differences between respondents at senior and middle managerial level.

Following hypotheses were considered for the study:

H01 : There is no significant difference in the mean scores of the employees at senior and middle managerial level on the dimension of openness.

H02 : There is no significant difference in the mean scores of the employees at senior and middle managerial level on the dimension of confrontation.

H03 : There is no significant difference in the mean scores of the employees at senior and middle managerial level on the dimension of trust.

H04 : There is no significant difference in the mean scores of the employees at senior and middle managerial level on the dimension of authenticity.

H05 : There is no significant difference in the mean scores of the employees at senior and middle managerial level on the dimension of proaction.

H06 : There is no significant difference in the mean scores of the employees at senior and middle managerial level on the dimension of autonomy.

H07 : There is no significant difference in the mean scores of the employees at senior and middle managerial level on the dimension of collaboration.

H08 : There is no significant difference in the mean scores of the employees at senior and middle managerial level on the dimension of experimentation.

Analysis and Findings

Measures of central tendency (or statistical averages) indicate the point about which items have a tendency to cluster. Such a measure is considered as the most representative figure for the entire mass of data. For the present study, the researcher has calculated the following measures of central tendency-

Table: 2 Shows Means and SDs of dimensions and total of OCTAPACE culture

Dimensions	N	Mean	Std deviation
Openness	320	14.60	3.168
Confrontation	320	14.14	3.005
Trust	320	14.67	3.007
Authenticity	320	13.40	2.656
Proaction	320	14.69	3.367
Autonomy	320	13.49	2.662
Collaboration	320	14.37	3.224
Experimentation	320	14.31	3.225

To draw a general picture of the data on various dimensions collected descriptive statistics is carried out. Means and Standard deviation are calculated on the dimensions of organizational culture for the 320 sample. The means and standard deviation thus calculated are shown in table 2. An examination of the table reveals that all the OCTAPACE culture dimensions, except Authenticity and Autonomy are having moderate mean score in the total sample. The authenticity and autonomy are having low mean score in this research. Openness, Trust and Proaction dimensions of the OCTAPACE culture

have a moderately high mean score compared to other dimensions. Going through the standard deviation of the OCTAPACE culture variables, it is evident that the proaction sub variable is having high standard deviation as compared to other dimensions. Openness, Collaboration and Experimentation also show comparatively high standard deviation. While autonomy sub variable of OCTAPACE culture has low variation in standard deviation, in this particular research.

Table: 3 Shows Means and SDs of dimensions of OCTAPACE culture at middle and senior level

	Position	N	Mean	Std. Deviation	Std. Error Mean
Openness	Middle	160	13.86	3.035	.240
	Senior	160	15.34	3.134	.248
Confrontation	Middle	160	13.55	2.992	.237
	Senior	160	14.74	2.908	.230
Trust	Middle	160	13.91	2.904	.230
	Senior	160	15.43	2.926	.231
Authenticity	Middle	160	12.86	2.554	.202
	Senior	160	13.94	2.655	.210
Proaction	Middle	160	13.94	3.276	.259
	Senior	160	15.43	3.302	.261
Autonomy	Middle	160	13.09	2.593	.205
	Senior	160	13.90	2.676	.212
Collaboration	Middle	160	13.58	3.060	.242
	Senior	160	15.16	3.200	.253
Experimentation	Middle	160	13.59	3.155	.249
	Senior	160	15.03	3.142	.248

Table 4 t Test for different dimensions of OCTAPACE culture

		Levene's Test for Equality of Variances		t-test for Equality of Means		Sig. (2-tailed)
		F	Sig.	T	Df	
Openness	Equal variances assumed	.005	.946	-4.276	318	.000
	Equal variances not assumed			-4.276	317.675	.000
Confrontation	Equal variances assumed	.433	.511	-3.600	318	.000
	Equal variances not assumed			-3.600	317.744	.000
Trust	Equal variances assumed	.273	.602	-4.641	318	.000
	Equal variances not assumed			-4.641	317.982	.000
Authenticity	Equal variances assumed	.293	.588	-3.713	318	.000
	Equal variances not assumed			-3.713	317.524	.000
Proaction	Equal variances assumed	.211	.646	-4.045	318	.000
	Equal variances not assumed			-4.045	317.981	.000
Autonomy	Equal variances assumed	.521	.471	-2.758	318	.006
	Equal variances not assumed			-2.758	317.684	.006
Collaboration	Equal variances assumed	.691	.406	-4.518	318	.000
	Equal variances not assumed			-4.518	317.370	.000
Experimentation	Equal variances assumed	.014	.906	-4.083	318	.000
	Equal variances not assumed			-4.083	317.995	.000

The findings related to first sub variable i.e. Openness indicate that there exists a significant difference between the senior and middle managerial level in relation to openness culture. Openness culture indicates that there is greater sharing of feelings and thoughts between organizational members and top management. The degree of openness helps to know that organizations must move from comparatively closed organizations to open organizations. This can be done by preparing a detailed and careful phasing programme which may enable them to move towards openness as openness is beneficial and desirable to the organizations. Significant difference is observed on the dimension of openness (t value is found to be significant sig = .000) for senior (Mean=15.34, S.D=3.134) and middle managerial level (Mean=13.86, S.D=3.035). Thus, the null hypothesis H01 was rejected. Low openness in middle managerial level/group indicates that lower sharing of feelings take place, less opportunities for spontaneous expression

of feelings and a low give and take policy between the members and top management.

The second sub variable of organizational culture selected for the analysis is confrontation culture. A culture of confrontation in this particular research means that members having high attitude towards facing challenges, surfacing problems, going deeper level analysis and finding effective solutions. Significant difference is observed on the dimension of openness (t value is found to be significant sig = .000) for senior (Mean=14.74, S.D=2.908) and middle managerial level (Mean=13.55, S.D=2.992). Thus, the null hypothesis H02 was rejected.

The third sub variable of organizational culture selected for the analysis is trust culture. A culture of trust in this particular research means that members having high attitude towards offering moral support among people, interpersonal contacts, help

employees and colleagues in a crisis and reliability at the at the time of crisis. Trust is the most important of our values. Only in a culture of trust, people are willing to strive for the slightly impossible, to make decisions on their own, to take initiative, to feel accountable are the prerequisite for working together effectively. Significant difference is observed on the dimension of trust (t value is found to be significant sig = .000) for senior (Mean=15.43, S.D=2.908) and middle managerial level (Mean=13.91, S.D=2.904). Thus, the null hypothesis H03 was rejected.

The fourth sub variable of organizational culture selected for the analysis is authenticity culture. Authenticity determined by the credibility and reliability of openness and communication, that organization has towards their members. The more the organization shows their openness in transactions and interaction the more the authenticity members experience from their work. But result indicates that this variable has lower value as compared to other variable in the study. Significant difference is observed on the dimension of authenticity (t value is found to be significant sig = .000) for senior (Mean=13.94, S.D=2.655) and middle managerial level (Mean=12.86, S.D=2.554). Thus, the null hypothesis H04 was rejected.

The fifth sub variable of organizational culture selected for the analysis is proaction culture. A culture of proaction in this particular research means that members having high attitude towards taking preventive approaches, active in taking alternative course of action and making proper analysis before actions. To be proactive, the most important thing that the organization should be ensured is the supervisory support to its members and less power distance between people. Significant difference is observed on the dimension of proaction (t value is found to be significant sig = .000) for senior (Mean=15.43, S.D=3.302) and middle managerial level (Mean=13.94, S.D=3.276). Thus, the null hypothesis H05 was rejected.

The sixth sub variable of organizational culture

selected for the analysis is autonomy culture. A culture of autonomy means that the work culture support independent action relating to jobs, close supervision of and directing employees, giving autonomy to subordinates to plan work and freedom to act with one's own knowledge and expertise. The main indicator of autonomy is effective delegation in organization. But the low mean score suggests that employees don't feel a sense of autonomy in the organizations. Significant difference is observed on the dimension of trust (t value is found to be significant sig = .006) for senior (Mean=13.90, S.D=2.676) and middle managerial level (Mean=13.09, S.D=2.593). Thus, the null hypothesis H06 was rejected.

The seventh sub variable of organizational culture selected for the analysis is collaboration culture. Significant difference is observed on the dimension of collaboration (t value is found to be significant sig = .006) for senior (Mean=15.16, S.D=3.2) and middle managerial level (Mean=13.58, S.D=3.060). Thus, the null hypothesis H07 was rejected.

The eighth sub variable of organizational culture selected for the analysis is experimentation culture. The superiors ensure member's involvement in decision-making giving freedom and autonomy and proper use of their creativity in getting things done. Here, the extent of emotional support from superiors to the subordinates also needs to be looked into. Significant difference is observed on the dimension of experimentation (t value is found to be significant sig = .000) for senior (Mean=15.03, S.D=3.142) and middle managerial level (Mean=13.59, S.D=3.155). Thus, the null hypothesis H08 was rejected.

Limitations and Suggestions

The present research has certain limitations attached with it. However future studies can overcome these limitations by taking the underlined suggestions into consideration.

- A sample of 320 respondents is not considered large enough to generalize the findings of the

study and to reach on some definite conclusions about the relationship between the variables studied. A larger sample would be more appropriate which may facilitate in validating the findings.

- The sample has been chosen from Madhya Pradesh, and so it still needs to be explored whether the findings of this study can be replicated in a different geographical area for further verification and generalization. A study of other states would be an interesting work to analyse the regional variations in a diversified country like India.
- The questionnaire was completed by the internal staff from private sector only, to control for potential industry effects across organizations. However, this may limit external validity. To assess the generalizability of current findings, future research should take into consideration other industries or should carry out a comparative study.
- By using measurement scales to assess OCTAPACE culture and managerial competence, certain limitations such as subjectivity or truthfulness in the answers is assumed. Measurement scales are not perfect measurement instruments and have both advantages and disadvantages.

Conclusion

Increased complexity in global business, rapidly changing and highly competitive environment, and an effective organizational culture has become a vital strategic concern for the organization of today. The survival and growth of organization is directly related to the favorable culture in it. The culture of any organization has tremendous impact on its efficiency and therefore culture building is a critical function. It increases the motivation level of employees and productivity of the organization. For achieving success in the present environment, there is a need for presence of favorable organization culture. It affects each and every activity happening in the organization directly or indirectly. OCTAPACE culture affects the performance of managers. The study of OCTAPACE culture helped to understand its influence on human behavior at work. This

particular study will be helpful in understanding the cultural impact at different level in various organizations

This paper concludes by offering useful suggestions to the management involved in operations of the service organizations at Madhya Pradesh. The result shows that OCTAPACE culture in these organizations differ significantly on the basis of senior and middle managerial level. The findings and analysis presented above leads to the conclusion that overall OCTAPACE culture of the service sector undertakings under study is satisfactory. It is visible from the table that for all the OCTAPACE culture variables mean scores for the senior level employees is high compared to that of middle level employees. Openness, Trust, Proaction, Collaboration, Experimentation variables of OCTAPACE culture is having comparatively high mean score compared to other variables in the senior level employees. All the dimensions of OCTAPACE culture in the middle managerial are having moderately low mean score in this research. The table also reveals low standard deviation for confrontation, trust, authenticity and autonomy, in middle and senior level employee's managerial level. The result reveals that that there is more favorable OCTAPACE culture existing in the organization for senior managerial level as compared to middle level employees. OCTAPACE culture is a significant tool for effective utilization of human relations and resources and is also one of the major factors for satisfaction and dissatisfaction of the employees.

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