



## EFFECTIVENESS OF OCTAPACE CULTURE: A COMPARATIVE STUDY

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### Abstract

The HRD climate of an organization plays a very important role in ensuring the competency, motivation and development of its employees. OCTAPAC culture refers to the degree of openness, confrontation, trust, autonomy, pro-activity, authenticity and collaboration that exist in the organization. The OCTAPAC element examines the psychological state of the organization's development environment—whether it is conducive to creativity and innovation or not. A repression and punishment oriented environment only produces inhibitions and fear which do not encourage critical thinking, creativity and innovation. Employee development can only flourish within a congenial environment of freedom of expression and experimentation. If the OCTAPAC culture is absent employee growth and development are hindered. In this context, this research paper examines the impact of OCTAPACE culture in both public and private manufacturing organisations.

**Key Words:** Human Resource Development Climate, Openness, Trust, Autonomy, Pro-Activity.

### Introduction

Organizational culture is the collective behaviour of humans who are part of an organization and the meanings that the people attach to their actions. 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.

### Dimensions OCTAPACE

The dimensions of OCTAPACE culture are openness, confrontation, Trust, Authenticity, pro-action, autonomy, collaboration and experimentation which are essential for a strong and successful organization. A culture with OCTAPACE values has the greater chance of achieving high involvement and satisfaction, team work, growth and free flow of communication within the organization.

- 1. Openness & Risk Taking:** Employees feel free to express their ideas & the organization is willing to take risks & experiment with new ideas & new ways of doing things. The degree of openness of the organization is an important factor in determining the nature of various dimensions of HRD being designed.
- 2. Confrontation:** Employees face the problems & work jointly with others concerned to find its solution. They face the issues squarely without hiding them or avoiding them for fear of hurting each other.
- 3. Trust:** A minimum level of trust may be deemed necessary for the introduction of the performance appraisal system and other elements of HRD. Employees department & groups trust each other & can be relied upon to 'do' whatever they say they will.
- 4. Authenticity:** It is the value underlying trust. It is the willingness of a person to acknowledge the feelings he/she has, and accept him-self or her-self as well as others who relate to him/her as persons.
- 5. Pro-activity:** Employees are action – oriented, willing to take initiative & show a high degree of pro-activity. They anticipate issues and act or respond to the needs of the future.
- 6. Autonomy:** It is the willingness to use power without fear, and helping others to do the same. Employees have some freedom to act independently within the boundaries imposed by their role or job.
- 7. Collaboration:** Collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together.
- 8. Experimenting:** Experimenting is a value emphasizes the importance given to innovation and trying out new ways of dealing with problems in the organization.

### Review of Literature

**Sunia Fukofuka and Dube Tusse Loke (2015).** Article entitled "OCTAPACE and Organizational Resilience: A Correlation study" published in *International Journal of Business and Management Review* concluded that all of the OCTAPACE variables were positively correlated with organizational resilience, and OCTAPACE is a construct from the organizational



culture literature it would seem that organizations that has nurtured OCTAPACE in its culture would also reap organizational resilience as a byproduct.

**Shine David, Mayur Bhakre and Pragya Dubey (2015).** Article entitled “Role of OCTAPACE Culture in Knowledge Management” published in International Journal of Core Engineering & Management (IJCEM) clearly depicted a relation between OCTAPACE culture and Knowledge management in organizations. This study tried to explore the factors that affect OCTAPACE culture and the role gender plays in this regard. Most of the factors are not affected by gender while one, how men and women perceive that “Employees” involvement in developing an organization’s mission and goals contributes to productivity”, differs significantly.

**Mir Parvez A (2015).** Article entitled “OCTAPACE Culture in the Healthcare Sector: an empirical Analysis” published in *Research journal of Social Science and Management* suggested that culture building in the micro perspective is not only important but also crucial for sustainability of the organization hence top leadership needs to review the roles and styles of functioning for the global challenges. To bring the attitudinal change within the organizational setup, hospital leadership needs to be sensitive to the emotional needs of employees, as it will help in minimizing the trust deficit at dyadic level.

**Mufeed S.A., Qurrat. A Hamdani (2015).** Article entitled “OCTAPACE: A Culture of Growth in the Health Care Sector In J&K” published in *Journal of Philosophy, Culture and Religion*, analysed that OCTAPACE Culture should be encouraged in both the organizations as it forms a prime element of the culture of any organization. SKIMS and SMHS should focus more a good culture in the organization to ensure satisfaction of their HR so that the effectiveness and productivity of the organizations is enhanced. Being involved in health care, environment of trust, confrontation and openness should be improved, as health care continuously deals with the HR.

### Objectives

- To examine the perceptions of employees on OCTAPACE culture in select organizations.
- To compare the perceptions of employee of public and private sector companies on OCTAPACE culture.
- To put forth certain suggestions and conclusions based the findings that have been arrived.

### Research Methodology

To fulfill the aforesaid objectives the data have been collected from two sources i.e. primary and secondary sources. The secondary data are collected from various journals, periodicals, magazines, books and unpublished documents. The primary data are collected directly from the sample respondents with pre - designed and tested questionnaire.

### Method

To attain the objectives of the study, the HRD Climate Survey (Rao & Abraham, 1990) was administered to the sample population. The participants selected for this study are employees of Rashtriya Ispat Nigam Limited and Essar Steels Limited. The participants are selected using convenience sampling method. The sample size is limited to 400 respondents. From each organisation 200 samples are selected. The opinions collected are analyzed by using Statistical package.

### Data Analysis

26 Individual OCTAPAC Practices and 7 OCTAPAC Practices are selected to know which practices contributing more for maintain HRD Climate in Vizag Steel and ESSAR Steel.

**Table 1: Individual OCTAPAC Practices Influence on Openness by Using Ranking Method**

HRD Climate	Openness					
	Vizag Steel			ESSAR Steel		
	Weight	Weighted Average	Rank	Weight	Weighted Average	Rank
Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors	872	4.360	I	773	3.86	II
People in this organization do not have any fixed mental impressions about each other	840	4.200	III	608	3.04	IV
Employees are not afraid to express or discuss their feelings with their superiors	862	4.310	II	726	3.63	III
Employees are not afraid to express or discuss their feelings with their subordinates	825	4.125	IV	780	3.9	I

Source: Primary Data



Variable 1 is contributing highly for maintain Productivity in Vizag Steel. Variable 1 (weight=872 and weighted average=4.360) ranked in 1<sup>st</sup> place. Variable 4 is contributing highly for maintain Productivity in Essar Steel. Variable 4 (weight=780 and weighted average=3.9) ranked in 1<sup>st</sup> place.

**Table 2: Individual OCTAPAC Practices Influence on Confrontation by Using Ranking Method**

HRD Climate	Confrontation					
	Vizag Steel			ESSAR Steel		
	Weight	Weighted Average	Rank	Weight	Weighted Average	Rank
Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues	854	4.270	II	542	2.71	III
Employees are not afraid to express or discuss their feelings with their superiors	820	4.100	III	535	2.675	IV
Employees are not afraid to express or discuss their feelings with their subordinates	856	4.280	I	962	4.81	I
When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back	814	4.070	IV	921	4.605	II

Source: Primary Data

Variable 3 is contributing highly for controlling confrontation in Vizag Steel. Variable 3 (weight=856 and weighted average=4.280) ranked in 1<sup>st</sup> place. Variable 3 is contributing highly for controlling confrontation in Essar Steel. Variable 3 (weight=962 and weighted average=4.81) ranked in 1<sup>st</sup> place.

**Table 3: Individual OCTAPAC Practices Influence on Trust by Using Ranking Method**

HRD Climate	Trust					
	Vizag Steel			ESSAR Steel		
	Weight	Weighted Average	Rank	Weight	Weighted Average	Rank
People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended	828	4.140	III	919	4.595	II
When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him	951	4.755	I	935	4.675	I
People trust each other in this organization	869	4.345	II	608	3.04	III

Source: Primary Data

Variable 2 is contributing highly for maintain trust in Vizag Steel. Variable 2 (weight=951 and weighted average=4.755) ranked in 1<sup>st</sup> place. Variable 2 is contributing highly for maintain trust in Essar Steel. Variable 2 (weight=935 and weighted average=4.675) ranked in 1<sup>st</sup> place.

**Table 4: Individual OCTAPAC Practices Influence on Autonomy by Using Ranking Method**

HRD Climate	Autonomy					
	Vizag Steel			ESSAR Steel		
	Weight	Weighted Average	Rank	Weight	Weighted Average	Rank
Employees are encouraged to experiment with new methods and try out creative ideas	863	4.315	III	720	3.6	III
Employees returning from training programmes are given opportunities to try out what they have learnt	886	4.430	II	768	3.84	II
Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors	806	4.031	V	539	2.695	IV



Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	845	4.226	IV	535	2.675	V
When seniors delegate authority to juniors, the juniors use it as an opportunity for development	896	4.482	I	957	4.785	I

Source: Primary Data

Variable 5 is contributing highly for maintain autonomy in Vizag Steel. Variable 5 (weight=896 and weighted average=4.482) ranked in 1<sup>st</sup> place. Variable 5 is contributing highly for maintain autonomy in Essar Steel. Variable 5 (weight=957 and weighted average=4.785) ranked in 1<sup>st</sup> place.

**Table 5: Individual OCTAPAC Practices Influence on Proactivity by Using Ranking Method**

HRD Climate	Proactivity					
	Vizag Steel			ESSAR Steel		
	Weight	Weighted Average	Rank	Weight	Weighted Average	Rank
The top management of this organization makes efforts to identify and utilize the potential of the employees	905	4.524	III	915	4.575	I
Employees are encouraged to experiment with new methods and try out creative ideas	923	4.616	II	919	4.595	II
Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors	955	4.774	I	935	4.675	III

Source: Primary Data

Variable 3 is contributing highly for maintain proactivity in Vizag Steel. Variable 3 (weight=955 and weighted average=4.744) ranked in 1<sup>st</sup> place. Variable 1 is contributing highly for maintain proactivity in Essar Steel. Variable 1 (weight=915 and weighted average=4.575) ranked in 1<sup>st</sup> place.

**Table 6: Individual OCTAPAC Practices Influence on Authenticity by Using Ranking Method**

HRD Climate	Authenticity					
	Vizag Steel			ESSAR Steel		
	Weight	Weighted Average	Rank	Weight	Weighted Average	Rank
When behavior feedback is given to employees they take it seriously and use it for development	891	4.457	IV	906	4.53	I
When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend	938	4.689	III	701	3.505	IV
Employees returning from training programmes are given opportunities to try out what they have learnt	967	4.835	I	760	3.8	III
Employees are sponsored for training programmes on the basis of genuine training needs	962	4.811	II	802	4.01	II

Source: Primary Data

Variable 3 is contributing highly for maintain authenticity in Vizag Steel. Variable 3 (weight=967 and weighted average=4.835) ranked in 1<sup>st</sup> place. Variable 1 is contributing highly for maintain authenticity in Essar Steel. Variable 5 (weight=906 and weighted average=4.53) ranked in 1<sup>st</sup> place.



**Table 7: Individual OCTAPAC Practices Influence on Collaboration by Using Ranking Method**

HRD Climate	Collaboration					
	Vizag Steel			ESSAR Steel		
	Weight	Weighted Average	Rank	Weight	Weighted Average	Rank
People in this organization are helpful to each other	906	4.531	I	777	3.885	III
Team spirit is of high order in this organization	874	4.372	II	809	4.045	II
The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future	872	4.360	III	815	4.075	I

Source: Primary Data

Variable 1 is contributing highly for maintain collaboration in Vizag Steel. Variable 1 (weight=906 and weighted average=4.531) ranked in 1<sup>st</sup> place. Variable 3 is contributing highly for maintain collaboration in Essar Steel. Variable 3 (weight=815 and weighted average=4.075) ranked in 1<sup>st</sup> place.

**Table 8: OCTAPAC Practices Influence on HRD Climate by Using Ranking Method**

OCTAPAC practices	HRD Climate					
	Vizag Steel			ESSAR Steel		
	Weight	Weighted Average	Rank	Weight	Weighted Average	Rank
Openness	850	4.249	VI	722	3.609	VI
Confrontation	836	4.180	VII	740	3.700	V
Trust	883	4.413	IV	821	4.103	II
Autonomy	859	4.297	V	704	3.519	VII
Proactivity	928	4.638	II	923	4.615	I
Authenticity	940	4.698	I	792	3.961	IV
Collaboration	884	4.421	III	800	4.002	III

Source: Primary Data

Authenticity contributing (weight=940 and weighted average=4.698) more for maintain HRD climate in Vizag Steel. Authenticity placed in the first rank. Proactivity contributing (weight=923 and weighted average=4.615) more for maintain HRD climate in ESSAR Steel. Proactivity placed in the first rank.

Confrontation are contributing (weight=836 and weighted average=4.180) placed in the last position.

#### Findings

- In Vizag Steel employees felt “Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors” is the key factor for openness in the organisation. In ESSAR Steel employees felt “Employees are not afraid to express or discuss their feelings with their subordinates” is the key factor for openness in the organisation.
- Both in Vizag Steel and ESSAR Steel employees felt “Employees are not afraid to express or discuss their feelings with their subordinates” is the key factor to control confrontation in the organisations.
- Both in Vizag Steel and ESSAR Steel employees felt “When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him” is the key factor to maintain trust among the employees in the organisations.
- Both in Vizag Steel and ESSAR Steel employees felt “When seniors delegate authority to juniors, the juniors use it as an opportunity for development” is the key factor to maintain autonomy in the organisations.
- In Vizag Steel employees felt “Employees are encouraged to take initiative and do things on their own without waiting for instructions from supervisors” is the key factor for proactivity in the organisation. In ESSAR Steel employees felt “The top management of this organization makes efforts to identify and utilize the potential of the employees” is the key factor for proactivity in the organisation.
- In Vizag Steel employees felt “Employees returning from training programmes are given opportunities to try out what they have learnt” is the key factor for authenticity in the organisation. In ESSAR Steel employees felt “When behavior feedback is given to employees they take it seriously and use it for development” is the key factor for authenticity in the organisation.



- In Vizag Steel employees felt “People in this organization are helpful to each other” is the key factor for collaboration in the organisation. In ESSAR Steel employees felt “The organization’s future plans are made known to the managerial staff to help them develop their juniors and prepare them for future” is the key factor for collaboration in the organisation.
- When group variables are compared in Vizag Steel Authenticity found to be key area for maintaining HRD climate in the organisation and in ESSAR Steel Proactivity found to be key area for maintaining HRD climate in the organisation.

### Suggestions

1. In Vizag Steel, according to employee’s perception discussing personal problems with supervisors is the prime factor for openness. Thus, management should to make sure that supervisors been trained properly to deal with these problems to upkeep openness in the organisation. In ESSAR Steel, according to employee’s perception employees not afraid to discuss their feelings with subordinates. Thus, organisations should make sure that this process moves smoothly to ensure openness in the organisation.
2. Both in Vizag Steel and ESSAR Steel, according to employee’s perception employees sharing their feelings with subordinates will reduce confrontation in the organisation.
3. Both in Vizag Steel and ESSAR Steel, according to employee’s perception when employee makes mistake superiors should make sure that employee should neither discouraged, nor neglected. Superiors should see the reason for the mistake and act accordingly.
4. Both in Vizag Steel and ESSAR Steel, according to employee’s perception when seniors delegate authority to juniors, then should not feel it as burden for them rather than take it as an opportunity to prove them-selves.

### Conclusion

Though there is a fundamental difference between public and private organisations, this research proves that there are some factors which are same in both the organisations. Vizag Steel as well as ESSAR Steel, the factors influencing confrontation, trust and autonomy are the same but the level of influence is little varied. More number of 3+ mean values indicating that all the factors are influencing effectively on concern grouping variables. In ESSAR Steel autonomy factors found to be less than Mean Value of 2, shows that organisation should provide maximum possible autonomy to the employees so that the problems are solved at their source at the gross root level and should be encouraged to step outside established roles to accept challenges beyond the scope and structure of the existing job description as now it is the era of multitasking.

### Scope for Further Research

The present study is limited to Vizag Steel and ESSAR Steel, Visakhapatnam of A.P. selecting organisations with different demographical backgrounds will give better picture of manufacturing sector. The present study covered 200 employees from each organisation; in future researcher can involve more number of employees to yield good results.

### Reviews

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