

Organization Culture “Octapace”

Mridul Trikha

Department of University Institute of Applied Management Sciences

Abstract: *Organisational culture is defined as a culture of underlying thoughts, beliefs, values, assumptions and the methods of interaction which contribute towards social and psychological environment thus, culture of organization includes expectations, philosophies and experiences which acts as guiding principles that studies the impact of behavior, attitudes and perception of people. It is done to cover the gap of the external as well as internal environment. It helps in expressing the self images, feelings, interactions and communications to meet the future as well as individual expectation. Culture is based on shared values, beliefs, customs, thoughts and written, unwritten rules which are considered in order to bridge up the gaps of people working. Thus, openness, confrontation, trust authenticity, proactiveness, autonomy collaboration and experimenting are some of the values used by organisation in order to study and observe the cultures of people working in organizations so that the smooth functioning of the organisations are done. These are the values which helps in covering the gaps in organization for achievement of missionary and visionary goals and objectives set by different organisations. This approach is used in various human resource organisations in order to employ right people, at right place at right time of requirement. Thus it studies and influences people by analyzing the corporate, workplace and business culture. It includes the organization's symbols, languages, assumptions, habits and attitudes of people working in the environment.*

1. Types of Culture

There are different types of culture followed in which the business leaders are vital to create and communicate their interactions at the workplace. However the relationship between the leadership and the different cultures followed by the individuals. The behavioural framework, in turn ensure the higher level of job satisfaction, leadership, perspectives and workplace relationships amongst each other. These are:

1) Person culture and market culture

It depends upon the members of an organization business in which they show the treatment of employees, customers and community which are the strong aspects of the business. Person culture is based upon the horizontal structure in which each individual is seen more valuable more than the organisations. It is result oriented approach which focuses on the competition, goals fulfilment through enhancing the capabilities and skills of people. Through getting the job done right.

2) Adaptive and culture adhocracy

The freedom is allowed in decision making. Personal expression, developing new ideas which are vital parts of adaptive and adhocracy cultures. Adhocracy cultures relate to focusing on risk taking, innovation and doing things first. It is culture oriented, dynamic and entrepreneurial. Adaptive cultures relate to changing of value, action orientation and increase in likelihood of survival.

3) Power culture, role culture, and hierarchy culture

Power cultures is referred to flow of information through organizational hierarchy and system. These makes rapid decisions and controls the strategy. These are the actual leaders of the organization who are decisive and monitors the working environment. This type of culture is strong deference to a leader in charge. *Role cultures* are the functional structures are created, where individuals know the their jobs, value efficiency and accuracy, report to superiors and specifies the job of each person. Hierarchy cultures are

similar to role cultures but they are a bit highly structured. They focus on efficiency, stability and doing things right.

4) Task culture

It aims towards collective objectives aiming to increase commitment of employees. In task culture, teams are formed to solve particular problems with help of expert members. A matrix structure is common type in which cross functional reporting is done to get better task and organization importance. It focuses on mentoring, nurturing and doing things collectively.

Therefore, organizational culture is defined as cumulative, crystallised and shared life style of people values and behaviours which helps in getting response predispositions towards several significant issues and phenomenon which further helps in fulfilling organized relationships, forming of attitudes. The rituals, sanctions and promoting desires and practicing the values in order to overcome undesirable and unacceptable affairs of organisations. Hence there are eight values which are examined to develop the profile and maintain the organizational culture in organization. It is called **Octapace: Openness, Confrontation Collaboration, Trust, Authenticity, Proactiveness, Autonomy, collaboration and Experimenting**

- a) **Openness:** It refers to the comparative openness in the system which influences the designs of human resource management. Organisations are classified continuum from completely open to close ones. Therefore open ended leads to the various designs and are open to all adaptive and determines good relationships through following proper dimensions of cultures. Whereas, close ended are prone to less adaptation and are bound with certain rules and regulations which are followed in order to carry on the daily operations.
- b) **Confrontation:** This refers to the facing the problems and not escaping from it. This is exploration of a problem and then working it jointly and collectively to find a suitable and appropriate solution. Thus, the organization refers to identify, explore and solve business problems through following the possible ways to achieve it easily and timely..

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- c) **Trust:** In this th organizational factor is considered to be eminent one for openness and HRD management. If the trust level is low the dimensions of human resources are seen with suspicion and so the credibility of system also goes down. Hence main functions should be performed well and with significance.
- d) **Authenticity:** it refers to basically underlying trust. this is the willingness of person to acknowledge and experience the feelings, thus it is the narrowest gap between the stated values and the actual behavior. This is important for development of the culture of mutuality. The will of person should be positive and relatable to the organizational environment.
- e) **Proactive:** it is anticipation of issues in advance of any undertaking conflict and responding to the needs of future in fact of creating the future. Thus the problems which can arise in future are interpreted before hand in order to avoid risks and mishappenings. This helps in recovering the uncertainty and risks which leads to achievement of missionary and visionary objectives and goals.
- f) **Autonomy-**It refers to freely doing things what we can do to serve organization. Management by objectives technique explained by *peter drucker* relates to this as employees are free to give advice and opinions on certain problems to provide suitable solution after analysis by top level management.
- g) **Collaboration:** It involves working collectively for a common cause to achieve a common goal. individuals instead of solving problems by themselves share the concerns and prepare strategies to work out a successful plan by planning and implementing actions.
- h) **Experimenting:** it emphasizes on giving significance and value importance to innovating and trying out new ways of dealing with problems in organization. a profile of an organization on experimenting helps to decide what elements of human resource system should be introduced in sequences in organisations.

2. Literature Review

“A literature review is an evaluative report of information found in the literature related to the selected area of study. The review describes, summarizes, evaluates and clarifies this literature. It gives a theoretical base for the research and helps to determine the nature of research.”

Literature review is a summary of sources that are related to the topic under study. It is the study of various research articles, books, Ph.D. thesis, conference proceedings, working papers and many other sources. All published and unpublished material, reports and theories related to the problem under consideration all form part of relevant literature. It is an in-depth evaluation of the literature available related to the research problem in hand. It is an important step in the research process. Review of literature serves the following purposes:

- 1) Defining or redefining the research problem
- 2) Identification of the gaps in the related literature available
- 3) Helps in developing a hypothesis and research design

- 4) Identifies the inconsistencies in the research methodology and analytical framework in the previous studies
- 5) Prevents duplication of work

Thus, literature review is defined as an in-depth study of what has already been published by research scholars and academicians. It helps the researcher to develop a clear-cut understanding of the research topic under study. Besides this, an extensive study of related literature facilitates the researcher to select appropriate data analysis tools and techniques to be adopted in the research.

The study of octapace has given below of mostly various colleges, universities and institutions banking, information technology and manufacturing companies:

A study undertaken by Kumar Sharad, Sabita p(2002)[1] was to know the relationship between organizational culture and organizational citizenship and to check the influence of cultural factors on citizenship for three different sectors namely banking, information 49 technology and manufacturing In this study, beliefs and norms, individual autonomy, individual responsibility, conflict tolerance, structure, risk tolerance and support were the constituents of organizational culture. It was concluded that organizational culture was positively associated with all dimensions of organizational citizenship behavior and culture phenomena was the most significant determinant of employee citizenship.

In the study of Priyadarshini R Rani, Venkatapathy (2004-05)[2] in manufacturing sector at North Central Region, concluded that there were differences in the perception of culture between executives and non-executives and weaker aspects of culture was suggested in terms of values which could be improved by the management.

Rodrigues LR (2004)[3] also examined the relationship of organizational culture and leadership style in the textile industry in north India with OCTAPACE model of Parikh. Result of the study showed a positive association between cultural values and charismatic style of leadership styles. They also said that culture exhibiting the characteristics of accountability, collaboration, decentralized leadership, alignment and adaptability hold the key to successful survival Anukool (2005) [4] used OCTAPACE profile in case of four IT organizations and found that organizational culture varies from organization to organization and in every culture employees should be considered as very important stakeholders. Pattern of the organizational culture was perceived in the same manner by the employees in the IT organizations, particularly, openness authenticity, proactivity and autonomy, where as confrontation, collaboration, trust and experimentation were different in all organizations.

In a similar type of study, OCTAPACE was used by Krishnadevi N (2006)[5], for descriptive study in an IT company having 200 employees and the study revealed that dimensions like collaborations and trust were needed to develop among employees for the effectiveness in the organization, where authenticity, autonomy and

experimentation showed very lower value than norms specified in their study, so they needed further investigation

A study was undertaken to determine the relationship between organizational culture and climate with team building in banking sector by Saxena Sonal(2006)[6]. The study tried to establish the importance of organizational development with the help of organizational culture profile, climate inventory and team effectiveness scales of 51 Parikh. It concluded that a visionary leader, friendly climate and rich embedded culture together contribute to organizational success.

Richa ,Azmi, Feza, Tabassun (2007) [7] worked to study the influence of family culture on the performance of the family in Ujjain District of Madhya Pradesh for association between different variables and it revealed that loyalty, common value system of family business and family members may enhance the service quality and the employee's satisfaction and they can reduce absenteeism and employee turnover. Overall study found that there is an association between performance and family culture variables Hyde, Manish, Deshpande (2008) [8] did a comparative case study to identify the relationship of culture – effectiveness and to know the dominating culture and their characteristics in three doctoral degree granting black institutions. Semi-structured interview and document analysis were the major sources of data. Three different types – balanced, market and clan culture were found as dominating culture in three different universities. Bailey also presented the components of organizational culture framework – environment, mission, socialization, information, strategy and leadership in case of all three universities in depth and with complete institutional profile, which is a good work for case study and culture-effectiveness study.

Pillai Prakash R (2007) [9] analyzed the existing HRD practices and processes among 10 leading universities in India. Data was collected mainly through a well-designed questionnaire developed by XLRI Jamshedpur. Questionnaire covered three modules of general climate, OCTAPACE culture and HRD mechanisms. A sample of 549 teaching and non-teaching employees based on random sampling was approached for data collection. Result said that general climate, OCTAPACE culture and HRD mechanism was found to be of an average in the university, and each of them needed improvement.

In the study of Sharma K Sanjeev(2012)[10], focus was to assess HRD climate, mechanism, and HRD values in case of higher education and concluded that general climate, HRD values and HRD mechanisms – all variables were found good in the study of the sample data of Madhya Pradesh colleges, but regarding HRD climate and dimensions there were variations among different group of teachers Chandrashekhar SF (2009) [11] studied the prevailing and desired OCTAPACE culture in four private universities of Delhi (North Central Region - NCR) in India and in case of Openness–the desired level was found lower than the prevailing otherwise in all other 56 values–Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experiment desired level was higher than the prevailing

level in the sample universities. This work says that the study of organizational culture in higher education is done in Ohio State, Iran and Madhya Pradesh, Delhi in India, as far as the referred literature in this part is concerned

Purang Pooja (2008) [12] studied academician's perception towards organizational culture based on dimensions of work environment and organizational factors in engineering colleges. Study concluded an effect of HRM practices and organizational culture on organizational effectiveness was studied by Aileni, Vidyadhar Reddy(2005)[13]. Two different public sector units were the units of analysis where total 119 employees became part of the survey to study the construct. A questionnaire was prepared of 3 parts of 103 items: HRD practices (69 items); Organizational culture (21 items), and; organizational effectiveness (13 items). Particularly in case of organizational culture, researcher has used the questionnaire.

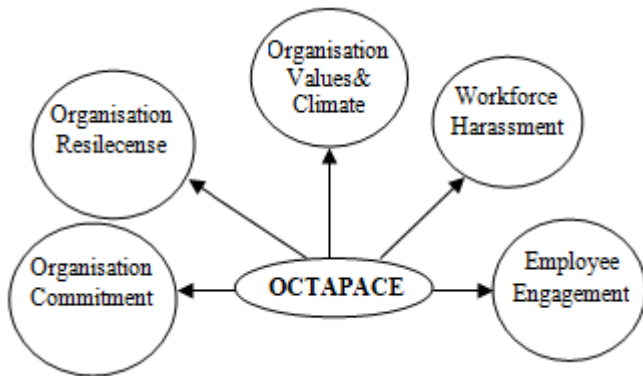
Tripathi,Sangeeta(2002) [14]which covers the dimensions of self-realization, status enhancement, sulpitic values and socio-economic support to know the construct of organizational culture. In case of organizational effectiveness, researcher has used the

Anu, S Pukar, Ajay K Gupta(2010)[15] scale, which had training and development, self realization, career management and socio-economic support as variables in the study. Singh concluded that HRM practices along with organizational culture play a significant role and affect the managerial effectiveness in the organization that only designation, as a part of demographic variable had negative relationship with organizational dimension of culture and all other variables gender, age, educational qualifications and working experience had no relationship with working environment or organizational factors of culture.

3. Gap Analysis that Affect Octapace

- 1) **Overcoming paradigms** autonomy too for managing their own money. So, they end up working for money and money does not do any good work for them. The research aims to have a better look on their perceptions, knowledge, responsiveness and leverage to handle their organizational matters.
- 2) **Organisational commitment of employees** towards working, the level of awareness that contribute willingness and motivational spirit to own the responsibility of work.
- 3) **HRD climate and autonomous working** style with collaboration and team efforts
- 4) **Organisation resilience** and capacity to recover from failures and coping up with adaptive change of environment.
- 5) **Job satisfaction of employees** and recreational activities given time to time to make the working more agile.
- 6) **Employee engagement** through abiding the organizational values of the institutions.
- 7) **Organizational Resilience** is a strategic imperative for an organization to prosper in today's dynamic, interconnected world. It is basically, a short as well as long term exercise, which is achieved in long run.To have a good competent and a capable environment in an

organization, mastering best practices and habits adoption of business improvement is done to build a peaceful environment. This allows leaders to take measured risks with confidence, making the most of opportunities that present themselves. Therefore, it reaches towards the best environment and a holistic view of business health and success by covering the risk and managing them side by side. A resilient organization is one that not merely survives over the long term, but also flourishes - passing the test of time.



8) **Organisation climate:** Factors responsible are

- Organisation structure: it relates to organizational perception, rules, constraints, regulations, and red tape which affects working of organization,
- Individual Responsibility: It focuses on the feelings incurred which shows autonomy rather than having a boss. It states of being your own boss.,
- Rewards: the adequate and appropriate words and state of being confident of an individual feelings.
- Risk and Risk Taking: The situation related to degree of challenge, level of uncertainty and risks faced in a work situation.
- Warmth and Support: it refers to good support and feeling of good fellowship which promotes feeling of care, support and helpfulness prevailing in a work setting environment
- Tolerance and Conflict: it relates to degree of confidence, different opinions emerging, thought process and views and tolerance for making fair and well decisions.

9) **Workforce Harassment:** Employees can be harassed in quite a variety of ways at work. Sexual harassment needs to be paid more attention. Non-sexual types of harassment which can also occur should be taken care of largely

Harassment affects the individuals working in workplace and it can affect the impact on career's of individuals. Therefore, the effect of harassment should be taken care of and analysed enough to study the impact of it in different ways on individuals. It helps in spotting and handling the situation and problems arising from it in a better way and prevents from any mis-happenings further. This also includes covering the gaps of job, fear of losing job and reporting it well in order to claim for rights.

10) Organisation Commitment

The individual's psychology attachment is directly related with organizational commitment. The organizational behavior and industrial psychology is dependent on

organizational commitment. The ways are found out to improve workers' feelings about their jobs to grab interests in order to increase commitment towards organisations. Job variables like empowerment, job insecurity and employability, distribution of leadership should be connected to worker sense of organizational commitment. Thus, there are three types of commitment:

- Affective commitment:** Affective commitment is where employees have an emotional and sensitive bond with organization and its people. They know what they want and where they want to be.
- Continuance commitment:** Continuance commitment refers to what an individual feels where an individual feels more comfortable, while working through same domain such as prestige, income, friendship and other social concerns. Therefore, a balance should be maintained in order to overcome hurdles and barriers.
- Normative commitment:** This is a condition where an individual feels good to stay in an organization for a reason. This is a sense of obligation and moral concern as organization spends time, money in training or paying employees for ethical related concerns of organization. This includes basically working for charity, helping employees etc.

11) Employee Engagement:

Employee engagement is the degree of being mentally and emotionally invested towards the organisation's overall commitment which contributes towards overall success. It is basically based on individual experiences at work in order to contribute towards engagement strategy. Thus, it is a combination of employees' satisfaction, pride, passion, discretionary effort to know the organizational value to accomplish the goals.

4. Objectives of the Study

More specifically, the present study aims:-

- To evaluate the level of culture among the people working in organisation, different colleges of north central region and universities.
- To examine the silence faced by professors and staff.
- To explore the perceptions, behaviour, attitude and awareness of the prudent financial management of professors and staff.
- To test the potential responsiveness of professors and staff, the in managing their personal affairs optimum manner.
- To explore the situations of organizational climate, deculturation, assimilation of different cultures in organisations

5. Research Questions

- Does In multiple cross sectional design, there are two or more samples or respondents and the information from each sample is obtained only once. So, different information is available from different samples at different times.
- OCTAPACE improve the efficiency of a EMPLOYEES IN PARADIGM SHIFTS?
- Does OCTAPACE contribute positively to the effectiveness OF ORGANIZATIONAL COMMITMENT?

- 4) Is OCTAPACE necessary for ORGANIZATIONAL VALUES AND WORKING TOGETHER?
- 5) Does OCTAPACE have any impact on MANAGERIAL EFFECTIVENESS AND EFFICIENCY?
- 6) Does octapace helps in ORGANISATION RESILENCE?

6. Conclusion

Organizational culture is not stagnant. So the members of organisatuion develops the shared belief of right and mutual concerns with every people working. When those beliefs and assumptions lead to less than successful results, the culture must evolve for the organization to stay relevant in a changing environment.

Changing organizational culture is not an easy undertaking, employees resists the change of culture Thus, it is the duty of leaders to convince their employees of the benefits of change and show through collective experience with new behaviors that the new culture is the best way to operate to yield success. Six guidelines for culture change:

- 1) Formulate a clear strategic vision. This vision gives the intention and direction for the future culture change.
- 2) Display top-management commitment. The top of the organization must favor the culture change in order to actually implement the change in the rest of the organization.
- 3) Model culture change at the highest level. The behavior of the management needs to symbolize the kinds of values and behaviors that should be realized in the rest of the company. Change agents are keys to the success of this cultural change process and important communicators of new values.
- 4) Modify the organization to support organizational change. Which includes identifying the systems, policies, procedures, rules and systematic planning needed to align the new values with desired culture.
- 5) Select and socialize newcomers and terminate deviants. Encouraging employee motivation and loyalty to the company will create a healthy culture. Training should be provided to all employees to help them understand the new processes, expectations, and systems.
- 6) Develop ethical and legal sensitivity. This step can identify obstacles of change and resistant employees, and acknowledge and reward employee improvement, encouraging continued change and involvement. This approach to culture change is designed to help organizations yield sustainable performance result.

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