

A Study on The Culture at Manufacturing Sector Through OCTAPACE Model

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Abstract:

Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behaviour of the members of the organization. In the recent times OCTAPACE Culture has been gaining importance. The eight dimensions of OCTAPACE culture are openness, confrontation, Trust, Authenticity, pro-action, autonomy, collaboration and experimentation which are essential for a strong and successful organization. Where Openness – It signifies the transparent environment in the organization. Confrontation Signifies facing the problems and challenges boldly and not shying away. The trust factor come with Openness which includes maintaining the confidentiality of information shared by others and company. Authenticity is the congruence between what one feels and says. Taking initiative, preplanning and taking preventive action is the measures of term Proactive. Autonomy is the willingness to use power without fear and helping other to do same. Collaboration - involves working together in a team for a common cause. Experimenting involves using and encouraging innovate approaches to solve problems.

The study reveals that over all, there is no statistically significant difference in the perception of employees with respect to the various dimensions of OCTAPACE culture. Hence we can conclude that all the dimensions are equally important. The study further reveals that Autonomy, Authenticity, Openness and Experimentation are very high, where as Collaboration, Trust and Confrontation are moderately high and Proaction is quite low. Therefore we can infer that the four dimensions of OCTAPACE namely Collaboration, Trust and Confrontation and mainly the Proaction needs to be improved upon. This can be done by encouraging two way communication in the organisations and empowering the employees. Further, in order to understand the attitude of employees regarding the different facets of culture, the organisations can conduct a job satisfaction survey at regular intervals

Keywords: OCTAPACE culture, Organisational Culture, Employee

1. 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. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behaviour of the members of the organization. In the recent times Octapace Culture is been given lot of importance due to the influence it has on the human resource and also enhancing the organisational effectiveness. The world today has become a

global village, diminishing the barriers between different cultures, languages, processes and the work ethics. In the course of building an organisation, the various dimensions of culture erode, merge, adapt and evolve into a unique culture.

Octapace Culture

Octapace Culture includes ethics, values, beliefs, attitudes, norms, ethos, climate, environment and culture. The eight 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 these values helps achieve high involvement, dedication, satisfaction, teamwork and free communication.

- a. **Openness** – It signifies the transparent environment in the organization. Freedom to communicate, share and interact without hesitation. Receiving feedback from customers and giving ideas and suggestions to team members. It facilitates free interaction among team members, leaders and top authority and clarity in setting objectives and common goals, which further aids creativity and innovation.
- b. **Confrontation:** Signifies facing the problems and challenges boldly and not shying away. If an organization encourages people to recognize a problem, bring it to people concerned, explore with them and search possible ways of dealing with it. It helps in improved problem solving and clarity and team discussions to resolve problems
- c. **Trust** – The trust factor comes with Openness which includes maintaining the confidentiality of information shared by others and company. If the level of trust is low, the various dimensions of HRS are likely to be seen with suspicion, further compromising the credibility. The presence of this variable leads to higher empathy, timely support, reduced stress and reduction and simplification of forms and procedures.
- d. **Authenticity:** Authenticity is the congruence between what one feels and says. It is the value underlying trust. Authenticity is reflected in the narrowest gap between the stated values and the actual behaviour. This leads to the development of a culture of mutuality. It stimulates sharing of feelings freely to improve interpersonal communication and reduced distortion in communication
- e. **Proactive** - Taking initiative, preplanning and taking preventive action is the measure of term Proactive. Organisation must be proactive in terms of their planning. They must be future ready. It helps in planning actions at immediate concerns.
- f. **Autonomy** – Autonomy is the willingness to use power without fear and helping others to do the same. It is about using and giving freedom to plan and act in one's own field. Organisations must avoid Autocratic type of environment and give chance to team to use their powers in positive way. It helps develop mutual relationships, reduce reference made to senior people
- g. **Collaboration** - involves working together in a team for a common cause. Individuals solve their problems by share their concerns with one another and prepare strategies working out plan of actions and implement them together. It helps in completing timely work, improved communication, resource sharing
- h. **Experimenting** – It involves using and encouraging innovative approaches to solve problems. It is the dimension which emphasizes the importance given to innovating and trying out new ways of dealing with problems in the organisations. It helps in development of new product, methods, and procedures.

2. LITERATURE REVIEW

Title: A Comparative Study of Manufacturing And Service Sector With Respect To Organization Culture Through Octapace Model.

Overview: The culture is intangible; it can be seen in various tangible aspects of the organization. Various studies have established the impact of organization culture on employee behaviour. This study was conducted in Central India and it made an attempt to gather information about organizational culture on eight parameters. These parameters are grouped by UdaiPareek in the form of an instrument of OCTAPACE to test the organization culture on openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, and experimentation. In all 758 responses were collected from employees to conduct a comparative study between the two sectors; manufacturing and service.

Conclusion: The results suggested that the organization culture in both sectors do not differ significantly on all the eight parameters. As per the standard scoring given by UdaiPareek, the scores obtained on all eight parameters were found to be above the average scores indicating a good organization culture on OCTAPACE model.

Title: A study of selected organisations in the manufacturing sector in the NCR.

Overview: The study was mainly conducted with an objective of comparing the organisational culture of the selected companies in the manufacturing sector and to identify and measure the perceived organisational culture and its various dimensions. . 70 responses to a 4 point scale questionnaire based on the OCTAPACE profile developed by UdaiPareek were obtained from 2 organisations in the NCR. The result shows that the executives and non-executives perceive the culture differently. The study helps in identifying the weaker aspects of culture in terms of values and beliefs that prevail in the organisation

Conclusion: The analysis helped the management to work upon the weaker aspects, on the basis of the degree of correlation between the various elements of the OCTAPACE profile for developing and maintaining a better organisational culture to achieve the desired performance and to sustain competition in the long run.

Title: Impact on Octapace In the Manufacturing Industry In Chennai, Tamil Nadu

Overview: The main objective of the study is to measure and identify the impacts of OCTAPACE culture in the selected manufacturing companies towards achieving high involvement and satisfaction at various dimensions. Understanding organizational culture improvises the operational effectiveness and development within an industry. A total of 80 responses were selected for the study. The result shows that the Technical personnel and Non-Technical personnel distinguish the OCTAPACE culture in their own dimensions and their involvement and satisfaction values have drastic variation.

Conclusion: On completion of the diagnosis of the existing OCTAPACE culture, the management can initiate enhancement plans to patch up the identified weaker features in the organization, on the basis of the extent of correlation between the diverged elements of OCTAPACE profile, thus dawning for achieving high involvements and sustain a better organizational ethnicity to accomplish the desired vision and mission of the company on a long term basis.

3. OBJECTIVES OF THE STUDY.

1. To study the OCTAPACE dimensions like Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation in the manufacturing sector.
2. To analyse the statistically significant difference among overall parameters of OCTAPACE culture.

4. HYPOTHESIS OF THE STUDY

Ho: There is no statistically significant difference in the perception of employees regarding the eight values of OCTAPACE culture

5. RESEARCH METHODOLOGY

Study Area

This study was conducted in housekeeping products manufacturing company. It provides all range of housekeeping products and cleaning products like types of brooms and phenyls. And the company has 6 departments and it has more than 700 employees and from that we have selected 50 respondents from Marketing, HR, Production, Store, Purchase and Finance departments.

Type of Research

The research is descriptive type. Descriptive research provides the researchers with a general understanding of the problem and seeks conclusive data to answer question necessary to determine a particular cause of action.

Sample Unit

The sample unit taken for the study is the employees from one of the manufacturing unit from Hubli Dharwad Region.

Sample Size

The total sample size chosen for the study is 50 respondents.

Sampling Method

The respondents were chosen on the basis of non-probability method of sampling called Convenience sampling.

Type of Data Collection

Data used in the study is both primary and secondary. The following source of data was used.

1. Primary Data:

Questionnaire Survey

2. Secondary Data:

Previous records

Articles and papers

Websites

Method of Analysis:

Raw primary data was collected with the help of a questionnaire. The raw data was then tabulated. Based on this bar chart and pie chart were prepared. Analysis was conducted and interpreted. Conclusions were drawn based on that.

Statistical Tools for Analysis:

Statistical tools such as, tabulation, percentage calculation, excel and construction of bar charts and pie charts column charts are used. Anova, Mean and Correlation were used to draw the findings.

6. MEASUREMENT INSTRUMENTS

A five-point Likert scale with a range from 1=strongly disagree to 5=strongly disagree was used. The respondents were asked to rate the degree to which they agree or disagree with a particular statement. The OCTAPACE scale given by UdayPareek (2003) was used which contains 5 items for Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration and Experimentation.

7. ANALYSIS AND DISCUSSION

Mean Scaling used

Table A

Scale	Mean Range	Verbal Interpretation
5	4-5	Very High
4	3-4	Moderately High
3	2-3	Moderate
2	1-2	Moderately Low
1	0-1	Very Low

Calculation of the Mean for Openness

Table -1

Sl no	Particulars	Mean	Ranks
1	Free interaction among employees, each respecting others feelings, competence and sense of judgement	4.08	2
2	Genuine sharing of information, feelings and thoughts in meetings	4.22	1
3	Free discussion and communication between seniors and subordinates.	3.96	4
4	Effective managers don't put a lid on their feelings.	4	3
5	I feel stagnant in my role	4.08	2
Total		4.068	

As depicted in the above table based on mean calculation it can be seen that as regard openness, genuine sharing of information, feelings and thoughts in meetings (Ranked 1) free interaction among employees, each respecting others feelings, competence and sense of judgement (Ranked 2), managers showed their real feelings (Ranked 3) and there is free discussion and communication between seniors and subordinates (Ranked 4).

The level of Openness was high in most of the dimensions and it was moderately high on the statement that managers showed their real feelings and there is free discussion and communication between seniors and subordinates. (Ref- Table A)

Calculation of Mean for Confrontation

Table -2

Sl no	Particulars	Mean	Ranks
1	Facing and not shying away from problems.	4.22	1
2	Going deeper rather doing surface-level analysis of interpersonal problems	3.72	4
3	Facing challenges inherent in the work situation.	3.86	2
4	Do not pass the buck tactfully when there is problem.	3.54	5
5	Surfacing problems is not enough; we should find the solutions	3.76	3
Total		3.82	

As seen in the above table based on mean calculation it is found that as regards Confrontation, facing and not shying away from problems was ranked 1, facing challenges inherent in the work situation was ranked 2, they do not pass the buck tactfully when there is problem was ranked 5

The overall level of confrontation was moderately high. For the item the employees Facing and not shying away from problems mean was high.

Calculation of Mean for Trust

Table-3

Sl no	Particulars	Mean	Ranks
1	Offering moral support and help to employees and colleagues in crisis	3.82	4
2	Interpersonal contact and support among people.	4.04	1
3	Confiding in seniors without fear that they will misuse the trust	3.98	2
4	Trust begets trust.	3.82	4
5	When the chips are down, you have not to fend for yourself (people can rely on others in times of crisis).	3.96	3
Total		3.924	

The above table shows based on mean calculation shows that with respect to Trust, it is found that interpersonal contact and support among people is ranked 1, confiding in seniors without fear that they will misuse the trust is ranked 2, and offering moral support and help to employees and colleagues in crisis was ranked 4

The overall level of trust is moderately high, but interpersonal contact and support among people is found to be high.

Calculation of Mean for Authenticity

Table-4

Sl no	Particulars	Mean	Ranks
1	Congruity between feelings and expressed behavior- minimum gap between what people say and do	4.24	1
2	Tactfulness, smartness and even a little manipulation to doesn't get things done.	4.08	3
3	Owning up mistakes.	4.02	4
4	Telling a polite lie is not preferable to telling the unpleasant truth.	4.12	2
5	People generally are what they appear to be.	4.12	2
Total		4.116	

From table -4 it is seen based on mean calculation with respect to Authenticity it is found that there is congruity between feelings and expressed behavior is ranked 1, telling a polite lie is not preferable to telling the unpleasant truth is ranked 2 and owning up mistakes is ranked 4.

The overall level of Authenticity is high and all the statements like Congruity between feelings and expressed behavior, People generally are what they appear to be and owning up mistakes are all high

Calculation of Mean for **Proactive**

Table-5

Sl no	Particulars	Mean	Ranks
1	Preventive action on most matters	2	1
2	Seniors encouraging their subordinated to think about. Their development and take action in that direction	2	1
3	Considering both positive and negative aspects before taking action	2	1
4	Prevention is better than cure.	2	1
5	A stitch in time saves nine.	2	1
Total		2	

From the above table 5 it can be seen that through mean calculation with respect to proactive, all the statements such as preventive action on most matters, considering both positive and negative aspects before taking action, Prevention is better than cure are all ranked 1

The overall level of Proactivity is moderate and also on all the statements that preventive action on most matters, seniors encouraging their subordinated to think about their development and take action in that direction

Calculation of Mean for **Autonomy**

Table-6

Sl no	Particulars	Mean	Ranks
1	Taking independent action relating to their jobs.	4.38	1
2	Close supervision of employees and directing their	4.08	4

	action		
3	Acting on your own rather than obeying and checking with seniors	4.16	3
4	Freedom to employees breeds discipline	4.1	5
5	A good way to motivate employees is to give them autonomy to plan their work.	4.18	2
Total		4.18	

From the table -6 it can be seen that with respect to Autonomy through calculation of mean it is found that the employees taking independent action relating to their jobs is ranked 1, employees felt that a good way to motivate employees is to give them autonomy to plan their work was ranked 2 and they having the perception that freedom breeds discipline is ranked 5.

The overall level of Autonomy was high and also on all the statements that the take independent action relating to their jobs, belief that a good way to motivate employees is to give them autonomy to plan their work, the employees were acting on your own rather than obeying and checking with seniors.

Calculation of Mean for Collaboration

Table-7

Sl no	Particulars	Mean	Ranks
1	Teamwork and team spirit	4.06	2
2	Accepting and appreciating help offered by others	3.96	3
3	Performing immediate tasks rather than being concerned about large organizational goals.	3.96	3
4	Usually, emphasis teamwork doesn't dilute individual accountability.	3.78	4
5	Employees involvement in developing on organizations mission and goals contributes to productivity	4.12	1
Total		3.98	

From the table-7it is found that with respect to collaboration with calculation of mean the statement thatemployees involvement in developing on organizations mission and goals contributes to productivity is ranked 1,team work and team spirit is important is ranked 2 and emphasis teamwork doesn't dilute individual accountability was ranked 4.

The overall level of collaboration was moderately high, and it was very high the employees opine that employee's involvement in developing on organizations mission and goals contributes to productivity, Usually, emphasis teamwork doesn't dilute individual accountability.

Calculation of Mean for Experimentation

Table-8

Sl no	Particulars	Mean	Ranks
1	Trying out innovative ways of solving problems	4.28	1
2	Encouraging employees to take a fresh look at how	3.88	5

	things are done.		
3	Making genuine attempts to change behavior on the basis of feedback.	3.98	3
4	Thinking out and doing new things tones up the organizations vitality.	3.92	4
5	In today’s competitive situations, consolidation and stability are more not important than experimentation	4.02	2
Total		4.016	

From the table -8 it is seen that the mean value with respect to Experimentation for the statement trying out innovative ways of solving problems is ranked 1, in today’s competitive situations, consolidation and stability are not more important than experimentation is ranked 2 and encouraging employees to take a fresh look at how things are done is ranked 5.

The overall level of Experimentation is very high, for some of the statements like making genuine attempts to change behaviour on the basis of feedback, thinking out and doing new things tones up the organizations vitality and encouraging employees to take a fresh look at how things are done was moderately high.

Calculation of overall mean of OCTAPACE culture

Table-9

SI NO	Particulars	Mean	Ranks
1	Openness	4.07	3
2	Confrontation	3.82	7
3	Trust	3.92	6
4	Authenticity	4.12	2
5	Proaction	2.00	8
6	Autonomy	4.18	1
7	Collaboration	3.98	5
8	Experimentation	4.02	4

From the table -9 it is seen that Autonomy, Authenticity, Openness and Experimentation was Very high, Collaboration, Trust and Confrontation was moderately high and proaction was moderately low with a mean value of 2.

Hypotheses Testing

H1: Ho: There is no statistically significant difference in the perception of employees regarding the eight values of OCTAPACE culture

Table- 10 Anova Single factor test to measure any significant difference in the various dimensions of Octapace Culture.

SI No	Perception Regarding	F- value	F critical- value	P-value	Inference
1	Overall parameter of OCTAPACE	1.210902	2.032949	0.295457	NH

Table-10 shows that there was no statistically significant difference in the perception of employees with respect to the various values of OCTAPACE culture.

Conclusion

A set of beliefs, values, ideas norms shared in common by all the members of an organisation defines its culture. Every organisation has its own unique culture. It is this culture that lays down the boundaries and guides the behaviour of its members. Off late OCTAPACE Culture has been gaining importance. Hence the present study was mainly carried out with an objective of studying the OCTAPACE dimensions like Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation in the manufacturing sector and also to analyse the statistically significant difference among overall parameters of OCTAPACE culture.

The study reveals that over all, there is no statistically significant difference in the perception of employees with respect to the various dimensions of OCTAPACE culture. Hence we can conclude that all the dimensions are equally important. The study further reveals that Autonomy, Authenticity, Openness and Experimentation are very high, where as Collaboration, Trust and Confrontation are moderately high and Proaction is quite low. Therefore we can infer that the four dimensions of OCTAPACE namely Collaboration, Trust and Confrontation and mainly the Proaction needs to be improved upon. This can be done by encouraging two way communication in the organisations and empowering the employees. Further, in order to understand the attitude of employees regarding the different facets of culture, the organisations can conduct a job satisfaction survey at regular intervals.

Reference:

1. <https://lucidoutsourcing.com/blog/organisation-and-octapace-culture>