

OCTAPACE Ethos - Study of select automobile organizations in Ranchi

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Abstract In today's dynamic environment, Organizational culture plays a crucial role in its success. If the organization has to tap its employees' full potential, it has to keep the employees engaged, satisfied by providing them an environment where individual can utilize its full ability and cherish the result of it. The culture of the organization is unique to itself and is dependent on numerous factors. Similarly, it is the organization's responsibility to exercise different methods to promote a healthy work. The OCTAPACE is one of the approaches proposed by Indian researchers which, if adopted, takes care of the work, harmony, trust, and keeps its employees satisfied with the work and its environment.

This paper tries to study the awareness about OCTAPACE values and its effects among the employees in a few of these select automobile firms of this region. This research has been taken up to explore the gap found after reviewing a few of the literature.

Keywords OCTAPACE, organizational culture, employees, employees, environment

INTRODUCTION

An organization is an association of individuals coming together to a common platform to achieve their individual goals through the organizational goal. All these individuals working in the organization are from diverse backgrounds but work collectively in harmony with their capabilities. These individuals are associated with the organization in different positions with different capacities. The success of the organization solely depends on the effectiveness and commitment of these individuals towards their work and organization. These individuals or the organizations' employees are the vital resources of the organization, and their effort in unison helps the organization keep it ahead of the other competitors, leading it to success. These employees are the organization's assets, and their well-being and loyalty towards the organization are reflected in organizational performance.

Every organization has its own deep-rooted beliefs, values, and principles which impact on the employees and their performance. These gradually build the organizational culture and are unique in itself, and the stakeholders and the business world perceive the same.

The employees coming from diverse culture, education, and background after joining the organization start following it and gets molded themselves accordingly. The HR department of the organization plays a crucial role in developing and maintaining the organizational culture as they are major key players in the policymakers and also takes care of the implementation of these. Keeping the employees motivated and subsequently maintaining their effectiveness throughout their career is a challenge for the HR professionals. However,

if a distinctive organizational or work culture is adopted, it helps maintain employees' effectiveness without much intervention.

Human Resource Development is the approach adopted by the proactive and futuristic organization to help the employees build their knowledge, skills, and abilities. It helps employees be more productive, motivated, and efficient for their employer by different adoption of different models and approaches from time to time. These employees' centric approach of the organization helps employees achieve the highest human potential and contribute to the organization's success. The HR practitioner adopts many tools and techniques to implement HRD practice in the organization depending on the size, stage culture objective of the organization, and, of course, according to the individual requirement. In India, the HRD HRD movement led by one of the pioneers of the field Professor T. V. Rao. He tried to provide a model of organizational culture that will provide an atmosphere of openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, and experimentation for the employees. This model abbreviated as OCTAPACE.

THEORETICAL CONCEPT & FRAMEWORK

Professor T V Rao developed OCTAPACE. It stands for Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration, and Experimentation. This concept proposed to help organizations foster a climate of continuous development and growth for the employees.

An organizational culture with OCATAPACE values promotes high employee involvement, leading to greater satisfaction, teamwork, individual growth, and free communication flow. OCTAPACE leads to high chances of success in the organization. These are incorporated in the organizational day to day work practice and are evaluated and monitored by the superiors regularly for proper execution. At the core of OCTAPACE lies the values, beliefs, attitudes, norms, ethos, and culture of the organization through its strong mission and vision.

Eight values proposed by T. V. Rao examined to develop the profile of an organizational culture called OCTAPACE are as follows:

- **OPENNESS** - Freedom to communicate among the individuals in an organization so that views, ideas, and opinions can freely be shared without any hesitation and organization barrier.
- **COLLABORATION**- Each work of the employees to be collaborated into one to have a focus on organizational goals and objectives to achieve it. It promotes better teamwork and cohesiveness among the employees.
- **TRUST**- Trust between the employees and the organization acts as the binding force, which is acquired by maintaining the confidentiality of information within the workplace.
- **AUTHENTICITY**- The employees need to be authentic by being true to themselves and the organization for which they are working. It helps build a healthy work relationship and leads to more productivity.
- **PRO-ACTIVENESS**- Organization success over other competitors can be maintained if the employees are proactive and take the initiative from their side to avoid any problems in the dynamic environment.

- **AUTONOMY** - Competent employees need freedom at the workplace to properly utilize their level of skills and abilities. It can only be achieved if the culture of the organization provides sufficient autonomy at the workplace.
- **CONFRONTATION** - Individual working at different levels do face several issues and challenges which needs to be taken care of from time to time. Solutions to these problems can be achieved only after discussions and brainstorming sessions, which can sometimes be unpleasant. In a healthy workplace, these discussions are not avoidable in fear of displeasing others.
- **EXPERIMENTATION** - Employees should be encouraged to go for experimenting with new things at their level with calculated risks. It will help them innovate new ideas and methodologies for getting their work done more efficiently and effectively.

Organizations adopting these eight values of OCTAPACE as its culture will have more engaged and satisfied employees. It will further lead to more job satisfaction, higher productivity, and subsequently, more profit to the organization can be achieved.

LITERATURE REVIEW

Ms. Sadaf Fatima, in her paper, "A Study of Organizational Culture: OCTAPACE- Profile," tried to identify and measure the perceived organizational culture and its various dimensions at Heinz India Pvt.ltd. Her study was to identify the level of OCTAPACE culture adopted in different zones of the organization and pointed out that this culture in an organization helps in providing training and support to the employees in all adverse conditions. The study suggests that the employees, provided with opportunity and freedom to develop as pro-active individuals, will take their organization to new heights according to their abilities and skills.

Researchers Prachi Nikam, Dr. Suresh Patidar, and Dr. P.N.Mishra jointly worked on "OCTAPACE Culture: A Predictor of Faculty Performance." Their objective was to study the effect of OCTAPACE culture on faculty performance in higher learning. They found that aim of the culture is to implement all eight variables to engender a climate of trust and confidence. Both faculties and students feel part of a multi-disciplinary team working for the organizational objectives. The study was an attempt to understand the impact of OCTAPACE Culture on Faculty Performance in higher learning institutions and how it helps in achieving significant results.

The research paper "A study of OCTAPACE culture at ABC," published by Dr. Vaishali Rahat determined the areas of improvement in organizational efficiency. It tried to identify the areas where the organization lacks OCTAPACE values and also tried to find the effect of each parameter of OCTAPACE values at ABC LTD Nagpur. The data collected through reliability tested questionnaires. It found that Organizational culture is the DNA of the organization, which consists of the values and assumptions shared within an organization. Shravasti Jain, Gincy Varghese, worked on their paper "OCTAPACE: Impact of Organizational Cultural Instrument on Employee Performance and Satisfaction." The study aimed to critically evaluate the impact of organizational culture on employees, performance, and satisfaction. The research work was done to know the impact of organizational culture on employee performance and determine the extent to which employee satisfaction is affected by organizational culture variables. The present study results demonstrate a significant effect of shift-work and hierarchical position on total job satisfaction, extrinsic

job satisfaction, and general satisfaction in both executives and supervisors irrespective of their type of duty.

Dr. Jupudi. Prakash, in his research paper "The Impact of OCTAPACE values on Effectiveness of Visakhapatnam Port Trust," tried to throw light on culture as a set of values about behavior that is conveyed by the physical layout the way employees interact and conduct themselves with. The study's objective was to assess the nature and ethical behavior of VPT perceived by the manager and superior. It also aims to determine the significant difference between executive and superior on OCTAPACE values. To study the OCTAPACE 8 values impact in achieving the organizational goals. The result was that the study reveals that more than 80%of the employees perceived the OCTAPACE 8 values for their development positively and achieving organizational goals.

SIGNIFICANCE OF THE STUDY

This research paper would be beneficial for the organization and its employees as it will provide them the awareness about this concept which, if adopted, will contribute to achieving success in this competitive environment. The research paper will also benefit future researchers by providing solutions to many of their queries.

OBJECTIVE OF THE STUDY

- To assess the nature and ethical behavior of employees in the automobile industry in Ranchi.
- To measure the extent of OCTAPACE values and know whether implemented thoughtfully or not.
- To study the impact of OCTAPACE 8 values in achieving the organizational goals.
- To determine whether there are significant differences in the perception of OCTAPACE values among employees.

RESEARCH METHODOLOGY

Research Design - In this study, a quantitative research design is adopted to collect data along with the survey method as the objective and problem are clearly defined.

Sampling Design - The research conducted in Ranchi, Jharkhand, and out of 59 automobile firms, we have shortlisted ten firms on a simple random sampling method as the research environment.

Data Collection Method(s) - The data will be collected using a questionnaire with 5 points Likert scale for better interpretation and analysis. Data tabulation and analysis will be done further.

LIMITATIONS OF THE STUDY

The study focuses on the eight variables of OCATAPCE. However, there are more components of organizational culture; the study does not include all of them. Due to the

corona pandemic, however, it was challenging to get the information from all the employees of automobile industries.

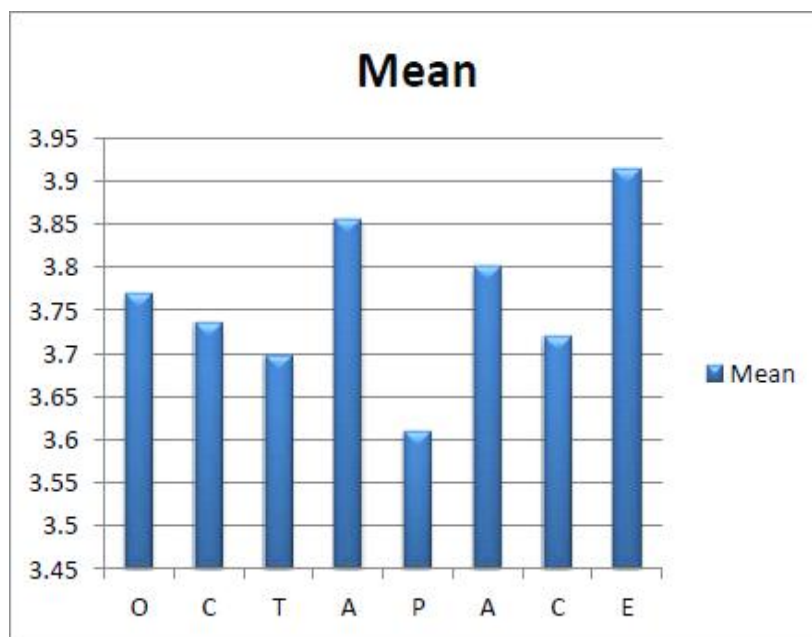
RESULTS & DISCUSSION

The data collected was interpreted for further analysis, and the results discussed below. It contains the mean values, standard deviation, and coefficient of variations of the variables of the OCTAPACE culture.

VARIABLES	MEAN VALUE(X)	STANDARD DEVIATION	COEFFICIENT OF VARIATION
OPENNESS	3.76	1.18	1.40
COLLABORATION	3.71	1.11	1.67
TRUST	3.69	1.22	1.51
AUTHENTICITY	3.85	1.09	1.19
PRO-ACTION	3.60	1.36	1.87
AUTONOMY	3.80	1.11	1.24
CONFRONTATION	3.73	1.29	1.24
EXPERIMENTATION	3.91	1.11	1.25
TOTAL OCTAPACE MEAN	30.05		

TABLE 1: CALCULATION OF MEAN, STANDARD DEVIATION, AND COEFFICIENT OF VARIATION

VARIABLES	MEAN VALUE
PRO-ACTION	3.60
TRUST	3.69
COLLABORATION	3.71
CONFRONTATION	3.73
OPENNESS	3.76
AUTONOMY	3.80
AUTHENTICITY	3.85
EXPERIMENTATION	3.91

TABLE 2: MEAN VALUE IN THE ASCENDING ORDER**GRAPH 1: GRAPHICAL REPRESENTATION OF MEAN VARIABLES**

All these data and values depicted the complete inner feeling of employees working at different units and firms of the automobile sector in Ranchi, Jharkhand, which contributed to building the organizational culture. In the analysis of data, it is seen that mean of experimentation was highest among all the other mean values, i.e., $X=3.91$. Experimentation was at a higher level than any other variable. Thus we can say that employees and managers in automobile firms try out new methods and techniques for solving their problems and are quite innovative.

The mean value of authenticity was the next to the mean value of the experimentation. It was $X=3.85$. It, too, was on the higher side of the OCTAPACE score. These values represent individual and group willingness to acknowledge the inner feelings and how authentic the employees are towards themselves and their organization. It is observed that the mean value of authenticity followed by the mean value of autonomy, which is $X=3.80$, which shows the freedom provided to the employees at the workplace. The next highest mean was of openness $X=3.76$ by which it can figure out that openness is practiced to some extent by the employees and their superiors.

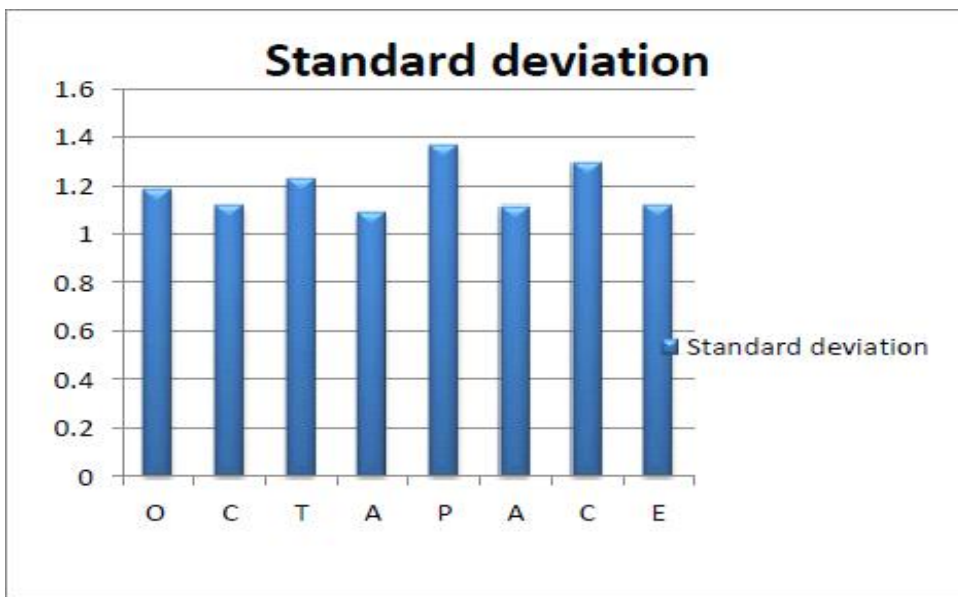
The other variables also have achieved a satisfactory score to some level. The collaboration being at $X=3.71$ was, on average, showing little collaboration among employees. Trust scores the second position, i.e., $X=3.69$, which was very low with minimal trust among the individuals working at these places. In contrast, pro-action occupied the last position, $X=3.60$, which means that employees' motivation level is low compared to other factors because of which low initiative shows the organizational operations and responsibilities.

EXPLANATION OF STANDARD DEVIATION OF EMPLOYEES IN AUTOMOBILE INDUSTRIES

Standard deviation is a measure of dispersion about the mean of the distribution. It shows accurate values of the variables situated concerning the mean of the variables. This table shows how far the individual items departed from the average or the mean.

VARIABLES	STANDARD DEVIATION	
AUTHENTICITY	1.09	Minimum dispersion from mean
AUTONOMY	1.11	The dispersion was next to authenticity.
COLLABORATION	1.11	The dispersion occupies next to autonomy
EXPERIMENTATION	1.11	Next to collaboration
OPENNESS	1.18	Next to experimentation
TRUST	1.22	Next to openness
CONFRONTATION	1.29	Next to trust
PRO-ACTION	1.36	This variable showed the maximum dispersion from the mean

TABLE 3: STANDARD DEVIATION SHOWN IN ASCENDING ORDER



GRAPH 2: GRAPHICAL REPRESENTATION OF STANDARD DEVIATION

COEFFICIENT OF VARIATION OF OCTAPACE VARIABLES

The coefficient of variation is a handy tool comparing the values of different variables to compare the degree/magnitude of variation from one value of data to another. For the analysis, it is understood that the lower value of the coefficient of variations is better, and a higher coefficient of variation is not a good sign for the variables.

In this study, it shows that the coefficient of variation was lowest for authenticity I.e.1.19, and it was highest for the variable pro-action, i.e., 1.87, and the rest is shown in ascending order in the table following.

VARIABLES	COEFFICIENT OF VARIATION
AUTHENTICITY	1.19
AUTONOMY	1.24
CONFRONTATION	1.24
EXPERIMENTATION	1.25
OPENNESS	1.40
TRUST	1.51
COLLABORATION	1.67
PRO-ACTION	1.87

TABLE 4: COEFFICIENT OF VARIATION IN ASCENDING ORDER

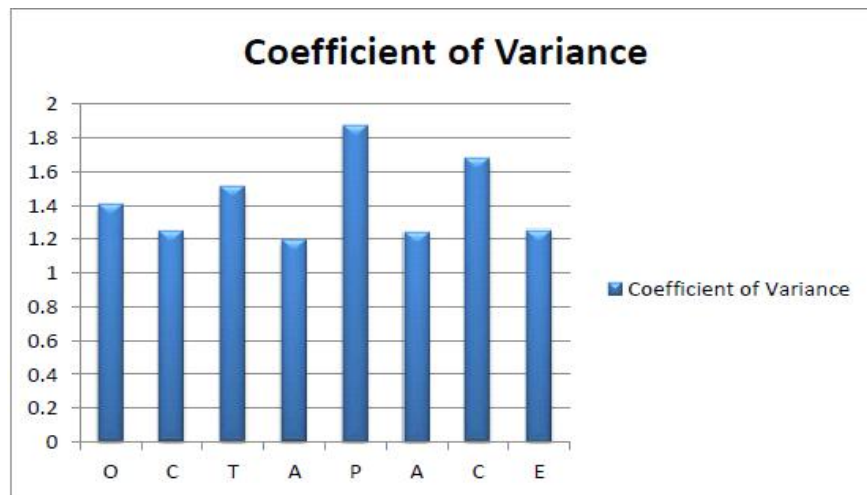


TABLE 5: GRAPHICAL REPRESENTATION OF COEFFICIENT OF VARIATION

ASYMMETRY OR SKEWNESS OF EIGHT VARIABLES OF OCTAPACE

Measures and representation of Asymmetry or Skewness of eight OCTAPACE variables of the automobiles small manufactures, sales/service industries to analyze the nonsymmetrical gap between how these variables of OCTAPACE is displayed and clustered around the average value.

VARIABLES	MEAN (X)	MEDIAN (M)	MODE (Z)	SKW
OPENNESS	3.76	4	5	-0.63
COLLABORATION	3.73	4	4	-0.69
TRUST	3.69	4	4	-0.93
AUTHENTICITY	3.85	4	4	-0.84
PRO-ACTION	3.6	4	4	-0.86
AUTONOMY	3.8	4	5	-0.68
CONFRONTATION	3.71	4	5	-0.81
EXPERIMENTATION	3.91	4	5	-1.04

TABLE 6: SKEWNESS OF EIGHT OCTAPACE VARIABLES

CORRELATION AMONG VARIOUS ELEMENTS OF THE OCTAPACE CULTURE

VARIABLES	OPENNESS	COLLABORATION	TRUST	AUTHENTICITY	PROACTION	AUTONOMY	CONFRONTATION	EXPERIMENTATION
OPENNESS	1.00							
COLLABORATION	0.71	1.00						
TRUST	0.72	0.72	1.00					
AUTHENTICITY	0.70	0.68	0.76	1.00				
PROACTION	0.60	0.62	0.77	0.63	1.00			
AUTONOMY	0.75	0.72	0.73	0.75	0.64	1.00		
CONFRONTATION	0.72	0.74	0.78	0.65	0.71	0.74	1.00	
EXPERIMENTATION	0.71	0.70	0.67	0.63	0.55	0.76	0.65	1.00

TABLE 7: CORRELATION AMONG VARIOUS ELEMENTS OF THE OCTAPACE CULTURE

The correlations coefficient (r) represents the strength of the linear relationship between the variables of the OCTAPACE. The positive correlation is the value of r between 0 and +1. It is explained as the +ve value of the correlation means that the variables are strongly dependent on each other, and if one variable increased, the other also increases. If the r is more significant than .5, it shows a strong relationship between the two variables. Similarly, when the value of the correlation is negative, i.e., r is less than 0 and higher than -1. It means that if value one of the variable increases, the other will not increase. The values of r less than .5 means that the two variables are not strongly related to one another. The study observes that all the variables show a strong relationship with the other variable with positive relationships between them. However, the variable experimentation with the proactive variable has less value though positive; it shows that these two variables are not so strongly related to each other.

FINDINGS

Employees working in these organizations related to automobile and its parts manufacturing, sales, and servicing are highly satisfied with the experimentation opportunity provided to them as depicted by the values captured in the survey. The next level of satisfaction is achieved by the variables like authenticity and autonomy given to them while working in the organization. The employees' collected data show their satisfaction with the openness, confrontation, and collaboration environment provided to them within the organization. All these values have been adopted by the organizational culture but, of course, to some limit only. More than 60% of the employees were not satisfied with the trust variable, reflecting the lack of mutual trust among them. It was also found in the research that employees in the organization were unaware of the topic, i.e., OCTAPACE values since most of the employees found it to be challenging to fill the questionnaire. The researcher had to explain the terms and the values to the respondents.

From this research, we can conclude that the organization's nature is not rigid in adopting these values into its culture. These organizations are flexible with their work, policy, and rules giving employees freedom and space to some extent.

The organization must have OCTAPACE 8 values incorporated in its work culture. These organizations in Ranchi have concerns over the 8 values and practice it without having formal knowledge about the concept. It must be taken up seriously and adopted through proper training.

SUGGESTIONS

The organization must see that they can develop trust among the employees; they can join hands in adverse situations. Employees should be encouraged to take the initiative in the decision-making process and its implementation in different situations. Good organizational culture will ensure harmony and collaboration. The communication gap should be reduced, providing an environment of openness in the organization. The organizations should adopt these values of OCTAPACE in its culture with seriousness and should practice developing a better relationship among the individuation and making it a successful organization.

CONCLUSIONS

This study highlights the organization's performance based on the ethical values of OCTAPACE to measure the effectiveness of the employees' performance. The study report

reflected that more than 60% of the employees feel satisfied with the practice of ethical values in their organizations. The overall employee's data about their organizational culture is satisfactory, and these organization needs to work on a few of the variables to improve the score further. It will help the organization achieve its goal and mission at large.

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