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## A Study on octapace culture in small scale industries: A case study of MYMUL

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### Abstract

OCTAPACE culture is extremely important for promoting the organizational effectiveness and good Governance. In this context, the present paper is an Endeavour to identify the major factors responsible for non-promoting of organizational effectiveness among the managerial and non-employees about the prevailing OCTAPACE culture and to know the preventive measures for the same with special reference to Tourism sector. This is where the Human Resource Development gets involved with this industry considered to be the third most important segment of our

economy after agriculture and horticulture. No tourism can be rendered efficient so long as the basic facts remains unrecognized that it is principally human which needs to be treated humanely for achieving the basic goals of good Governance. The present paper hypothesizes that if organizational OCTAPACE profile is high, it would positively contribute to organizational dynamics and effective governance. 100 members were taken as respondents. The research conducted was descriptive research

**Keywords:** OCTAPACE Culture, Organizational effectiveness

### 1. Introduction

Eight values may be examined to develop the profile of an organizational culture that is called Octapace it openness, confrontation, trust, authenticity, proactively, autonomy, collaboration, and experimenting. Octapace culture is an integral part of organizational climate. It can be defined as perceptions the employee can have on the developmental environment of an organization. The OCTAPACE items deal with the extent to which Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity, Collaboration and experimentation are valued in the organization. The items dealing with human resource development mechanisms measure the extent to which human resource development mechanisms are implemented seriously. India has successfully created a niche in leading higher education systems in the world.

### 2. Octapace Dimension

**Openness:** The value deals with the extent employees in the organization feel free to express their ideas, willing to take risks and experiment with new ideas and new ways of doing things.

**Confrontation:** The value deals with the extent employees in the organization takes challenges face and not shy away from the problems and work jointly with others concerned to find its solution.

**Trust:** The value deals with the extent employees have mutual faith and between employee and management with respects to work, information sharing, helping etc. and can be relied upon what other person says and do.

**Authenticity:** Authenticity is the value underlying trust. The value deals with the extent employees are willingness to acknowledge the feelings he/she has, and accept him / her as well as others who relate to him/her as persons.

**Pro-activity:** The value deals with the extent employees are action – oriented, willing to take initiative and show a high degree of proactively. They anticipate issues and act or respond to the needs of the future.

**Autonomy:** The value deals with the extent employees are 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/job.

**Collaboration:** The value deals with the extent employees work together and use one another's strength for a common cause. Involves strategies, workout plans of action and implement them together.

**Experimenting:** Experimenting as a value emphasizes the importance given to innovation and trying out new ways of dealing with problems in the organization.

### 3. Literature Review

1. **Abhinav (2013):** The FMCG sector is a growing and evolving one. As it is a manufacturing industry it is highly dependent on the competencies and motivation of the employees. Hence it is relevant to study HRD (Human resource development) climate and culture of such organizations. To sharpening competencies as well as motivating employees to perform exceptionally a HRD climate is essential. This study assesses HRD climate and OCTAPACE (Openness, Confrontation, Trust, Autonomy, Proaction, Authenticity and Collaboration). This analysis leads to the conclusion that OCTAPACE culture and HRD mechanism and general HRD climate are almost equally prevalent in the plant. However more time, support and resources are needed from the top level management towards HRD.
2. **Dr. S Saraswathi (2010):** According to author the success of the organization is determined by the motivation & skills of the employees. The greatest asset of any organization is competent employees. In the organizational HRD is a process by which the employees of an organization are helped in a continuous, planned way to acquire or sharpen capabilities required to perform various functions associated with their present or expected future role. Hence the author states that the employees are the valuable assets of any organization. The study was conducted to better understanding of the HRD climate in manufacturing organization and to make a comparative analysis to understand whether they have same degree of HRD climate or not.
3. **NeerajKumari (2013):** The main aim of the study was to find out which factor influence the most to the HRD climate of the company. The research design that was undertaken was descriptive research design with the help of structured questionnaire to study the OCTAPACE culture. If we need to find a way to develop employees in order to become effective contributors to the goals of an organization, there should be a clear view of what an effective contribution would look like. To conclude there is a keen interest of top management in HRD and there is a high team spirit and employees take training seriously.
4. **SaimaManzoor and Dr.Parvez Ahmad shah (2015):** The main aim of the study was to inspect and explore the relationship between Human Resource Development climate and organizational citizenship behavior. The relationship between the Organizational Citizenship Behavior and Human Resource Development Climate was explored using Pearson's coefficient of correlation. Therefore, the employees play a vital role in building up of the organizational image. From the data analysis, it was found that the public sector banks pay a considerable amount of attention in identifying and utilizing the potential of their employees.

### 4. Statement of Problem

"A Study on OCTAPAC Culture in MYMUL" Today, the world of work and organization has become increasingly challenging and unstable. This is because of challenges currently facing organizations such as globalization, responsiveness to customers, managing change and new technologies. Technologies and changes are impacting the workplace in a way that requires human resource development to change internal practices and causing a

paradigm shift from the old ways of thinking and practices. These activities are reflected in the organizational climate of a given organization.

### 5. Objectives

1. To study the OCTAPACE dimensions at MYMUL.
2. To measure the level of OCTAPACE culture existing at MYMUL.
3. To analyze the impact of OCTAPACE culture on employee's performance at MYMUL.

### 6. Hypothesis

- **H<sub>0</sub>:** There is no significant relationship between Openness and Employee's Performance.
- **H<sub>a</sub>:** There is a significance relationship between Openness and Employee's Performance.
- **H<sub>0</sub>:** There is no significant relationship between Confrontation and Employee's performance.
- **H<sub>a</sub>:** There is a significant relationship between Confrontation and Employee's Performance.
- **H<sub>0</sub>:** There is no significant relationship between Trust and Employee's performance.
- **H<sub>a</sub>:** There is a significance relationship between Trust and Employee's Performance.
- **H<sub>0</sub>:** There is no significant relationship between Authenticity and Employee's performance.
- **H<sub>a</sub>:** There is a significant relationship between Authenticity and Employee's performance.
- **H<sub>0</sub>:** There is no significant relationship between Proration and Employee's performance.
- **H<sub>a</sub>:** There is a significant relationship between Proration and Employee's performance.
- **H<sub>0</sub>:** There is no significant relationship between Autonomy and Employee's performance.
- **H<sub>a</sub>:** There is a significant relationship between Autonomy and Employee's performance.
- **H<sub>0</sub>:** There is no significant relationship between collaboration and Employee's performance.
- **H<sub>a</sub>:** There is a significant relationship between collaboration and Employee's performance.
- **H<sub>0</sub>:** There is no significant relationship between experimentation and Employee's performance.
- **H<sub>a</sub>:** There is a significant relationship between experimentation and Employee's performance.

### 7. Scope

The study was concerned only to MYMUL (Mysore Milk Union Ltd). The sample chosen includes 100 employees which consist of both permanent and contract employees. This study includes all the parameters of organizational culture coming under OCTAPACE Dimension which can influence on employee's commitment towards work.

### 8. Research Methodology

- Research Type: Descriptive Research
- Sample size: 100 Respondents
- Sample Unit: Employees of MYMUL
- Data Collection

- 1) **Primary data:** Collected using Questionnaire
- 2) **Secondary data:** Literature reviews, Books, internet source.

**9. Limitations**

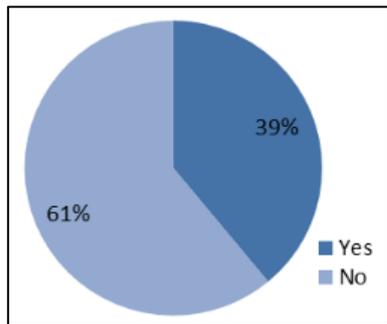
- Due to time constraints detailed study cannot be done.
- The results obtained depend completely on primary data collected; if the information obtained is biased then the results obtained may have the deviation.
- Most of the employees were not ready to reveal the information.

**10. Analysis and Interpretation**

**Table 1:** Familiarity with OCTAPACE culture

Particulars	No of respondents	Percentage
Yes	39	39
No	61	61
Total	100	100

Source: Primary data



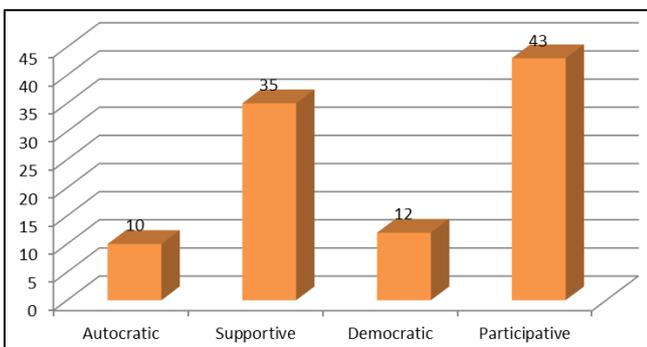
**Fig 1**

The above table and graph is showing that 39% of respondents are familiar with OCTAPACE culture and 61% of respondents are not aware of OCTAPACE culture, hence majority of the respondents are not aware of OCTAPACE culture use in the company.

**Table 2:** Type of leadership at MYMUL

Scales	Percentage	No of respondents	WA
Autocratic	10	10	10
Supportive	35	35	70
Democratic	12	12	36
Participative	43	43	172
Total	100	100	288

Source: Primary data



**Fig 2**

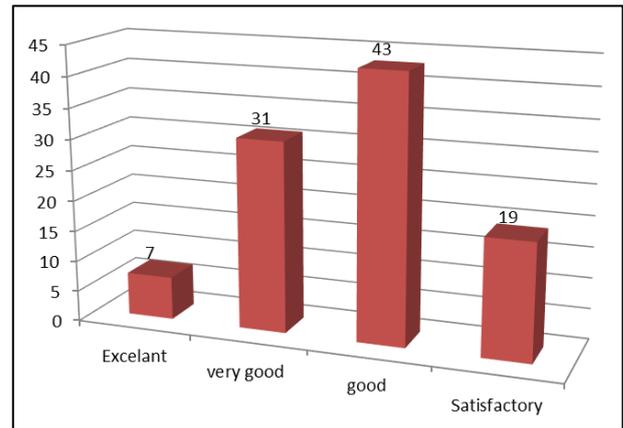
The above table and graph states that, 10 respondents opinions autocratic leadership exist in the company, 35 respondents opines supportive leadership exist in the company, 12 respondents opines democratic leadership exist in the company and 43 respondents opines participative

leadership exist in the company, So majority of respondents opines participative leadership exists in the company.

**Table 3:** Employees opinion about management attitude towards OCTAPACE culture

Scales	Percentage	No of Respondents	WA
Excellent	7	7	7
very good	31	31	64
Good	43	43	129
Satisfactory	19	19	76
Total	100	100	276

Source: Primary data



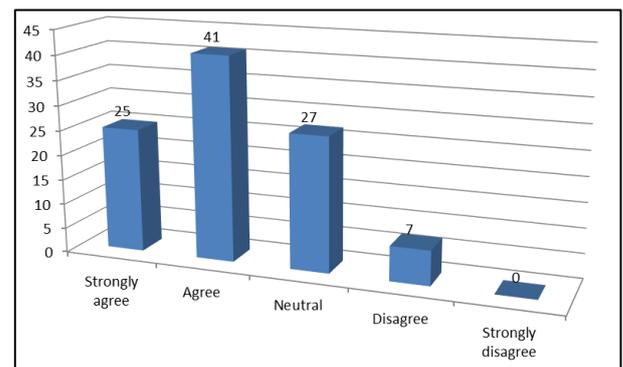
**Fig 3**

The above table and graph states that, 7 respondents opines management attitude towards OCTAPACE culture is excellent, 31 respondents opines management attitude towards OCTAPACE culture is very good, 43 respondents opines management attitude towards OCTAPACE culture is good and 19 respondents opines management attitude towards OCTAPACE culture is satisfactory majority of respondents opines management attitude towards OCTAPACE culture is good.

**Table 4:** Organization culture determines the productivity level of organization

Scales	Percentage	No of Respondents	WA
Strongly agree	25	25	25
Agree	41	41	82
Neutral	27	27	81
Disagree	7	7	28
Strongly disagree	0	0	0
Total	100	100	216

Source: Primary data



**Fig 4**

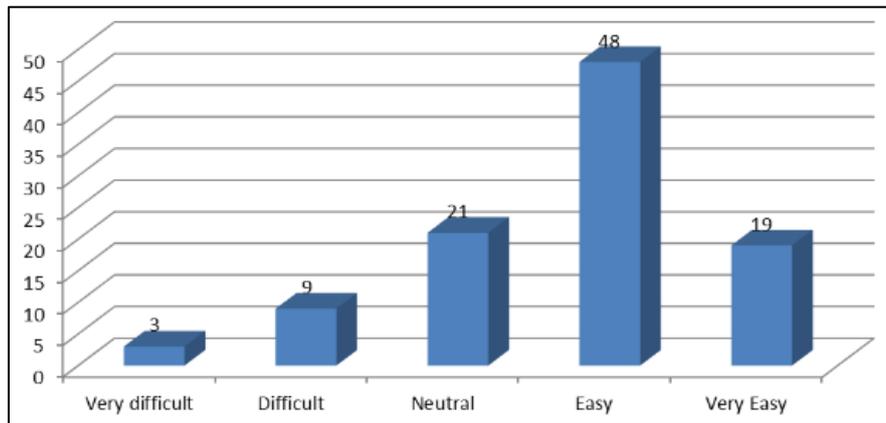
The above table and graph states that, 25 respondents strongly agree for organization culture determines the productivity level of organization, 41 respondents agree for organization culture determines the productivity level of organization and 27 respondents are neutral in opinion and 7

respondents disagree for organization culture determines the productivity level of organization, majority of respondents agree for organization culture determines the productivity level of organization.

**Table 5:** Employees opinion towards work at MYMUL

Scales	Percentage	No of Respondents	WA
Very difficult	3	3	3.71
Difficult	9	9	
Neutral	21	21	
Easy	48	48	
Very Easy	19	19	
Total	100	100	

Source: Primary data



**Fig 5**

The above table and graph states that, 48 respondents feels easy in executing work at MYMUL, 21 respondents are neutral in opinion, 19 respondents feels very easy in executing work at MYMUL, 9 respondents feels difficult in

executing work at MYMUL and 3 respondents feels very difficult in executing work at MYMUL, therefore majority of respondents opinion easy in executing work at MYMUL.

**11. Hypothesis Test**

**Table 6:** Chi- square test

SL.NO	Dimensions	Obtained value	Critical value	Result Obtained
1	Openness	55.99	26.30	H <sub>0</sub> is rejected and H <sub>a</sub> is accepted.
2	Confrontation	38.95	26.30	H <sub>0</sub> is rejected and H <sub>a</sub> is accepted.
2	Confrontation	38.95	26.30	H <sub>0</sub> is rejected and H <sub>a</sub> is accepted.
3	Trust	43.25	26.30	H <sub>0</sub> is rejected and H <sub>a</sub> is accepted.
4	Authenticity	29.74	26.30	H <sub>0</sub> is rejected and H <sub>a</sub> is accepted.
5	Proaction	25.17	26.30	H <sub>0</sub> is accepted and H <sub>a</sub> is rejected.
6	Autonomy	31.41	26.30	H <sub>0</sub> is rejected and H <sub>a</sub> is accepted.
7	Collaboration	21.37	26.30	H <sub>0</sub> is accepted and H <sub>a</sub> is rejected.
8	Experementation	33.83	26.30	H <sub>0</sub> is rejected and H <sub>a</sub> is accepted.

**12. Findings**

- 64% of the respondents are male and they are unmarried.
- 40% of the respondent’s age group is between 26-35 years and their education qualification is graduation.
- 38% of the respondent’s monthly income is between 20000 to 30000
- 39% of the respondents are not aware of OCTAPACE culture use in the company.
- The findings of the present study indicate that the employees have not perceived much OCTAPACE culture in the company at a relatively average level. The study signifies that openness of staff with their subordinates and superiors and attitude of collaboration

have contributed to keep the OCTAPACE culture still at upper level.

- The organization has its unique way of working that becomes their culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture decides way people interact in and outside the organization. It promotes healthy competition at workplace

**13. Recommendations**

- Study suggests that organization should incorporate openness which would enhance freedom of working and sharing opinions, collaboration among groups, adequate

autonomy, proactively, etc. to improve work culture and satisfy employees. This would inculcate commitment in the employees.

- Improving work culture would make employees loyal to organization and strive to fulfill organization goals. This would in turn improve performance. Culture is indispensable part of an organization. Only it can bring change and comfort at same time.
- The top people of the hierarchy should motivate the employees in the lower levels to maintain high level of co-operation and collaboration in the organization.
- Steps should be taken so that collaboration will have positive and productive effects on the other OCTAPACE variables.

#### 14. Conclusion

In-depth study of the present study on organizational culture and its variables under OCTAPACE Model has stated that there is a huge impact of organizational culture on any organizations' performance. No organization can ignore impact of culture on its employees. An open environment with a proper flow of information has been given weight age in most studies. This states that an organization which gives proper opportunity to its employees and value their opinion in success of organization get productive results. Collaboration, team work and synergy go hand in hand with efficiency and effectiveness. This in turn inculcates feeling of trust and strong interpersonal relationships between manager and their subordinate. This helps them to stimulate their personal goals with those of the organization and hence enhance productivity. With constantly changing and fast moving business scenario, work culture has taken huge leap in business industry.

Organizations cannot just dominate their rules and norms over their employees. This may reduce satisfaction and zeal to work. Employees feel satisfied when they can present their creativity, when they are rewarded appropriately. Employees should be given adequate responsibility and authority to utilize their potential to fullest. This brings satisfaction and leads to higher performance. Moreover, open environment promotes open door policy and allow employees to talk their problems out and prepare alternative solutions beforehand to avoid future chaos. This also has a positive impact on the performance. Such a healthy culture helps to enhance commitment of employees toward their organization.

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