

ACHIEVING HIGH INVOLVEMENT & SATISFACTION THROUGH OCTAPACE CULTURE IN IT COMPANIES

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ABSTRACT

Culture is the behaviors and beliefs characteristic of a particular social, ethnic or age group. Understanding organizational culture helps to increase the organizational effectiveness and development. The instrument used in this study is OCTAPACE Profile which is proposed by Uday K. Pareek. The OCTAPACE profile is a 40-item instrument that gives the profile of organization's ethos in eight values. The research performed through the study is descriptive research. A total of 200 software employees were selected for the study. The study revealed that some of the OCTAPACE culture dimensions show value lower than the norms specified and there is variation in dimensions in the organization. Collaboration and trust among employees should be cultivated among employees which is essential for every organization for its effectiveness. Thus, the management should work for develop the organizational culture that requires the culture of OCTAPACE

Key Words: Culture, Involvement, Satisfaction, Collaboration, Teamwork

INTRODUCTION

Organization culture has an increasing importance because of its impact on employee performance and satisfaction. Understanding organizational culture helps to increase the organizational effectiveness and development. It helps to develop strong corporate identity. It is a system of shared meaning. It is the set of assumptions, beliefs, values and norms that are shared by an organization's members.

Culture comprises the symbolic side of an organization, and it shapes the human thought and behavior in the system. The concept of organizational culture is in common use since the 1980s. Organizational research originally focused strongly on the surveying of corporate climate, but in the 1980s, the organizational climate concept was to a certain extent replaced by the concept of organizational culture.

ORGANIZATIONAL CULTURE

Organizational culture is defined in terms of shared meanings - patterns of beliefs, rituals, symbols, and myths that evolve over time, serving to reduce human variability and control and shape employee behavior in organizations - **Peters & Waterman (1982)**

OCTAPACE Culture

Organizational culture includes ethics, values, beliefs, attitudes, norms, ethos, climate, environment, and culture. According to Udai Pareek, the Culture-related concepts also can be seen as multilevel concepts. At the core (first level) are the values, which give a distinct identity to a group. This is the basic ethos of the group. Pareek defines ethos as 'Underlying spirit of character or group and is the root of culture'. The second level concept is 'climate', which can be defined as the perceived attributes of an organization and its members, groups and issues. The third level concept relates to 'atmosphere', which is the distinct factor that affects the development of someone or something.

Eight Dimensions of OCTAPACE

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 OCTAPACE values has the greater chance of achieving high involvement and satisfaction, team work, growth and free flow of communication within the organization.

Importance:

1. Openness

- Freedom to communicate, share and interact without hesitation.
- Receiving feedback from customers and giving ideas and suggestions to team members.

Outcome: It helps to improved implementation of systems and innovation. & Free interaction among team mates and clarity in setting objectives.

2. Confrontation

- Facing the problems and challenges boldly and not shying away.

Outcome: Improved problem solving and clarity & Team discussions to resolve problems.

3. Trust

- Maintaining the confidentiality of information shared by others and company.

Outcome: Higher empathy, timely support, reduced stress & Reduction and simplification of forms and procedures.

4. Authenticity

- Congruence between what one feels and says.

Outcome: Sharing of feelings freely to improve interpersonal communication & Reduced distortion in communication.

5. Pro action

- Taking initiative, preplanning and taking preventive action.

Outcome: Taking and planning actions at immediate concerns.

6. Autonomy

- Using and giving freedom to plan and act in one's own sphere.

Outcome: Develops mutual relationships, reduce reference made to senior people.

7. Collaboration

- Giving help to and accepting help from others in team.

Outcome: Timely work ,improved communication ,resource sharing

8. Experimentation

- Using and encouraging innovative approaches to solve problems.

Outcome: Development of new product, methods, and procedures.

REVIEW OF LITERATURE

Each individual has his/her beliefs that translate into personal values which, expressed collectively, shape an organization's culture (Haines, 2000). Culture plays an important role in every individual firm as, self-evidently, each firm has its own culture (Mohe, 2008).

A study was conducted by Feza Tabassum Azmi and Richa Sharma (2007) on comparing the organizational culture of companies in the IT and Banking sectors in India using OCTAPACE profile. The results suggests that the mean score of IT companies on 'openness', 'proaction', and 'experimentation' have higher values, where as the banking sectors have high on rest of them .It is also stated that organization within an industry has similar cultural values.

A study was conducted by S.A. Mufeed and S.N.Rafai on the Need for OCTAPACE culture in tourism sector, to identify the major factor that non-promotes for organizational effectiveness among staffs and to measure the prevailing culture within the organization. This study stated that high OCTAPACE profile will contribute to high organization dynamics and organizational effectiveness.

Srivastav S. K and Srivastava. P (2004) described the initiative of successful TPM implementation in a continuous process firm and its effect on firm performance. It reveals that OCTAPACE culture implementation increases the performance of the company.

Erakovich studied the relationship between ethical work climate and organizational culture in public organizations. OCTAPACE profile is used to study the organizational culture, to find the critical organizational factors in public organizations that account for cultural differences.

A study was conducted by Niranjana and pattanayak tried to explore the dynamics of organizational citizenship behavior, learned optimism, and organizational ethos represented by OCTAPACE in series and manufacturing organizations in India. The manufacturing sector is found to have a better organizational culture whereas service sector had high organizational citizenship behavior and learned optimism.

OBJECTIVES FOR THE STUDY

1. To measure the culture at organizational and cross-functional level.
2. To identify the perceptions of the employees with regards to OCTAPACE culture at organization level.
3. To analyze the relationship among OCTAPACE dimensions.

METHOD OF INVESTIGATION

The research performed through the study is descriptive research. A descriptive study is under taken in order to ascertain and be able to describe the characteristics of variables of interest in a situation. The purpose of choosing descriptive design is to achieve new insights into the

culture, to formulate a complete and comprehensive picture of organizational culture affecting the well being of software employees.

The study focuses on organizational culture experienced by software employees (IT Professionals). Judgment Sampling has been adopted in this study. The purpose of choosing judgment sampling is to exercise judgment or expertise, in choosing the elements to be included in sample because researchers believed that they are representative of the population of interest. A total of 200 software employees were selected for the study. The study was undertaken in Chennai which is a capital city of Tamil Nadu, where may top notch IT companies are located and from which data has been collected. The data have been analyzed using “SPSS” Version 11.0.

INSTRUMENT USED

The instrument used in this study is OCTAPACE Profile which is proposed by Udai k. Pareek. The OCTAPACE profile is a 40-item instrument that gives the profile of organization’s ethos in eight values. These values are **OPENNESS, CONFRONTATION, TRUST, AUTHENTICITY, PROACTION, AUTONOMY, COLLABORATION AND EXPERIMENTATION.**

QUESTIONNAIRE DESIGN

- The questionnaire contains 40 questions framed on four point rating scale.
- The instrument contains two parts. In part I, values are stated in items 1 to 24 (three statements of each of the eight values), and the respondent is required to check (on a 4-point scale) how much each item is valued in his organization. Part 2 contains sixteen statements on beliefs, two each for eight values, and the respondent checks (on a 4-point scale) how widely each of them is shared in the organization.

RESULTS AND DISCUSSION

Table 1: OCTAPACE Culture at organizational Level

TYPE	LOW	MEAN	HIGH	NORMS LOW	SD	NORMS HIGH
OPENNESS	13	16.18	17	3.61	4.02	4.12
CONFRONTATION	13	14.49	17	3.61	3.81	4.12
TRUST	13	15.64	17	3.61	3.95	4.12
AUTHENTICITY	10	12.68	14	3.16	3.56	3.74
PROACTION	13	16.59	17	3.61	4.07	4.12
AUTONOMY	11	13.46	16	3.32	3.67	4.00
COLLABORATION	13	15.94	17	3.61	3.99	4.12
EXPERIMENTATI ON	11	11.00	16	3.32	3.32	4.00

- Some of the dimensions OCTAPACE such as confrontation, autonomy, authenticity and experimentation are closer to the lower norms of the value.
- Openness in the organization is at the higher level this shows that there is freedom to communicate with in the organization.
- Confrontation is near to the lower norms which specify that employees are not facing the problems and clarity in problem solving is low among employees.
- Trust among the employees is at the higher level which specifies that there mutual understanding between them.
- Authenticity is nearer to the lower norms which mean that the trust among employees is not extended to delegating work and responsibility among them.
- Proaction is at the higher level which depicts that the preplanning and futuristic thinking is there in the organization.
- Autonomy is nearer to the lower norms of the employees are given freedom to take decisions.
- Collaboration mean scores depicts that employees are team involvement and team spirit is high and people help each other in solving out the problems.
- Experimentation is at the lower level which represents that the top management lacks to encourage employees in building their innovative thoughts, ideas and new processes which is essential for every software organization.
- Openness and trust are at moderate level which indicates that the freedom to communicate and coordination among the employees are at low level than the prescribed norms.

Hypothesis

- To find out the relationship between the OCTAPACE dimensions

Table2: Correlation Analysis

TYPE	O	C	T	A	P	A	C	E
O	1.00	0.48	0.59	0.50	0.50	0.46	0.49	0.48
C	0.48	1.00	0.52	0.27	0.52	0.30	0.49	0.56
T	0.59	0.52	1.00	0.39	0.51	0.37	0.50	0.55
A	0.29	0.27	0.39	1.00	0.41	0.34	0.43	0.40
P	0.50	0.52	0.51	0.41	1.00	0.41	0.48	0.62
A	0.46	0.30	0.37	0.34	0.41	1.00	0.34	0.35
C	0.49	0.49	0.50	0.43	0.48	0.34	1.00	0.63
E	0.48	0.56	0.55	0.40	0.62	0.35	0.63	1.00

- The results of correlation indicates that trust and openness (r=0.59), Confrontation and experimentation (r=0.56), trust and experimentation (r = 0.55), Proaction and experimentation(r=0.62), experimentation and collaboration (r=0.63) are highly correlated to each other.
- Trust and Openness (r = 0.59)** are positively correlated to each other which indicates that the employees maintain confidentiality of information and trust each other in sharing information.
- Confrontation and Experimentation (r=0.56)** are highly positively correlated which resembles that employees are creative and take new steps in facing and solving problems
- Proaction and Experimentation(r=0.62)** are highly correlated employees take initiatives in planning for the work activities and perform it in new way.
- Experimentation and collaboration (0.63)** is highly correlated to each other employees

RECOMMENDATIONS

From the findings it is evident that the Authenticity, Autonomy and Experimentation are at the lower level. Hence the management must provide adequate opportunities for the employees to enhance the creativity of the employees for the development.

The top management must give the employees freedom to make subordinates down hierarchy to participate in decision making as this will improve the participation of the employees and belongingness towards the job.

Management must imbibe culture within the employees by encouraging the quality of work life and organization effectiveness and to encourage free interaction among employees.

The organization should empower employees and encourage them to make decisions for themselves without the fear of negative repercussions along with gradual enlargement of duties.

To promote the experimentation among the employees, the management should conduct brain storming sessions which will generate new and innovative ideas and also collaboration among employees.

Employee satisfaction survey must be done at regular intervals to get the actual picture of work culture and also to find out the changing attitude among the employees.

The top management should delegate and empower people lower in the hierarchy. The maximum possible autonomy should be provided so that the problems are solved at their source at the grass root level.

The management should involve employees to think likely the problems and arrangements for their resolutions well in advance so that the necessary systemic and process changes are made without compromising quality and quantity.

ENDING REMARKS

The organizational culture at adrenal systems Ltd is good overall with respect to the essential dimensions required for a software company which includes pre planning, trust, free communication among employees. Some of the dimensions of OCTAPACE culture viz, Authenticity, Autonomy and experimentation shows lower limit than standard norms, which requires further investigation. Collaboration and trust among employees should be cultivated among employees which is essential for every organization for its effectiveness. Thus, the management should work for develop the organizational culture that requires the culture of openness, collaboration, trust, pro-activity, autonomy, authenticity, confrontation and experimentation, which is interconnected and essential for every organization for its development.

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