

OCTAPACE Culture: A Predictor of Employee Performance & Satisfaction

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Abstract - In the present scenario the Organizational Culture is complex and multi-faceted. Culture is intangible and imprecise. It also changes over time. Different cultures are reflected in different organizational structures and systems. Organizational culture is basically a system of shared beliefs that members of the organization have. The present study aims at making a survey on the impact of OCTAPACE culture on the employee performance and satisfaction with respect to private higher educational institutions in Madhya Pradesh. The total 150 employees were selected and through questionnaire they were asked about the culture existing in their organization. The analysis Correlation & Regression were applied for the data analysis. The findings of the study show that OCTAPACE culture gives a significant impact on the employee performance and satisfaction.

keywords - OCTAPACE, Organizational Culture, Employee Performance, Employee Satisfaction, Working Environment

Introduction

Organizational Culture

Culture has a substantial impact on its ability to execute its strategy and to achieve organizational goals and objectives. Culture and working environment are cultivated intentionally; it improves dramatically an organization's ability to execute and they often become better places to work. It is a critical foundation which shapes the way that the work of the organization gets done (established through goals, plans, measures and rewards) and the infrastructure (system, process and structures) gets utilized. Organizational culture reflects the values, beliefs and norms that characterize an organization as a whole. It is a very important concept because these are created, maintained or transformed by people. It is complex and multifaceted. It is a pattern of shared basic assumptions that the groups learned and solve the problem of external adaptation and internal integration. Organizational culture controls the behavior of organizational members. It is very important because it has a direct or indirect impact on employee performance and satisfaction. It can be understood as an increasing organizational effectiveness and development.

OCTAPACE

Organizational culture includes ethics, values, beliefs, attitude, norms, ethos, climate, environment and culture. OCTAPACE is a 4-point scale which was developed by Pareek (2007). It has 40 various subject tools which have been widely used and it covers eight dimensions. Here OCTAPACE is OCTA (Eight) + PACE (Step). The 8 steps create the organizational culture. Every organizational culture is different from another organizational culture. An OCTAPACE culture value has a greater chance of achieving high involvement, satisfaction, teamwork, growth, free flow communication and fruitful collaboration of leadership in and organization.

1. **Openness**- Openness refers to the fact that employees are free to express their ideas and that the organization is willing to take risks and to experiment with new ideas and new ways of doing things.
2. **Confrontation**- Confrontation refers to employees being able to work jointly with those concerns in finding solutions to problems that exist.
3. **Trust**- Trust can be seen in employee involvement, compatible interaction, and a supportive environment.
4. **Authenticity**- Authenticity refers to reality and wisdom, positive perceptions, employee involvement, compatible interaction, and a supportive environment.
5. **Pro-Action**- Means Preplanning or Acting in advance to deal with an expected difficulty so that the organization is ready to meet future challenges.
6. **Autonomy**- Autonomy refers to the freedom and willingness to use power without fear and empowering others to do the same.
7. **Collaboration**- Collaboration refers to the resource availability, employee capability, focused strategy, and unified commitment.
8. **Experimentation**- Experimentation emphasizes the importance of innovation and trying out of new ways in dealing with problems in the organization.

These are the eight dimensions of OCTAPACE which have a greater chance of achieving high involvement and satisfaction, teamwork, growth and free flow of communication within the organization, if these dimensions are strong in the organization. Hence it is important to know their existing level in the organization so that if laid back in something that can be improved to make these strong.

Literature Review

Deal & Kennedy (1982) had suggested that organizational culture, as it is mentioned in the Webster’s new collegiate dictionary, is – “the integrated pattern of human behavior that includes thought, speech, action and artifacts and depends on man’s capacity for learning and transmitting knowledge of succeeding generations.” Anghe (1989) studied that motivation is important for creativity and innovation, also intrinsic motivation is more powerful than extrinsic motivation. Harrison (1993) had suggested organizational culture includes those qualities of the organization that give it a particular climate or feel. As a result the distinct qualities of an organization may manifest through two dimensions, namely power, role, achievement and support. Collin & Amabile (1999) had suggested organization culture and climate depends on individual creativity and innovation. Feist (1999) identified in his research that creative person are more self confidence, autonomy, into version and independence. Martins and Martins (2003) share the view of organizational culture as a system of shared meaning held by members, distinguishing the organization from other organizations. Top management and leaders of organization must understand the importance of organization culture because it directly relates to organization response with changing demands of business environment (Agrawal and Tyagi, 2010).

Objective of the Study

To study the effect of OCTAPACE culture on employee’s performance and satisfaction of private higher educational institutions in Madhya Pradesh.

Research Methodology

This is a survey based descriptive research study of both primary and secondary data. The primary data will be collected with the help of structured questionnaire & used the scale likert scale model for the data collection (1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree, 5= Strongly Disagree). The secondary data will be collected from the various literature reviews. The target population of the study of private higher educational institutions of Madhya Pradesh. The data collected with the simple random sample technique. The total 150 employees were selected and through questionnaire they were asked about the culture exist in their organization. The study has used the mathematical and statistical tools for analysis of data.

Data Analysis

Table 1 Descriptive Analysis

Particulars	SA	SA%	A	A%	N	N%	D	D%	SD	SD%	Total	Mean	SD
Openness	49	33%	41	27%	29	19%	16	11%	15	10%	150	2.38	1.309
Confrontation	45	30%	42	28%	26	17%	24	16%	13	09%	150	2.46	1.308
Trust	43	29%	39	26%	29	19%	25	17%	14	09%	150	2.52	1.314
Authenticity	44	29%	39	26%	31	21%	21	14%	15	10%	150	2.49	1.315
Pro-Action	41	27%	38	25%	28	19%	26	17%	17	11%	150	2.60	1.351
Autonomy	43	29%	39	26%	28	19%	21	14%	19	13%	150	2.56	1.368
Collaboration	44	29%	40	27%	27	18%	24	16%	15	10%	150	2.51	1.329
Experimentation	43	29%	36	24%	30	20%	27	18%	14	09%	150	2.55	1.323

Table 1 represents the descriptive analysis of the OCTAPACE culture and Employee Performance & Satisfaction.

Hypothesis Testing

H₀ There is no significant impact of OCTAPACE culture on Employee Performance and Satisfaction.

H₁ There is significant impact of Openness on Employee Performance and Satisfaction.

H₁₁ There is significant impact of Confrontation on Employee Performance and Satisfaction.

H₁₂ There is significant impact of Trust on Employee Performance and Satisfaction.

H₁₃ There is significant impact of Authenticity on Employee Performance and Satisfaction.

H₁₄ There is significant impact of Pro-action on Employee Performance and Satisfaction.

H₁₅ There is significant impact of Autonomy on Employee Performance and Satisfaction.

H₁₆ There is significant impact of Collaboration on Employee Performance and Satisfaction.

H₁₇ There is significant impact of Experimentation on Employee Performance and Satisfaction.

Table 2- Correlation Analysis

Table 3- Summary of Hypothesis Result

Variables	EP & ES	O	C	T	A	P	A	C	E
EP & ES	1								
O	.792**	1							
C	.782**	.951**	1						
T	.600**	.778**	.757**	1					
A	.723**	.912**	.858**	.856**	1				
P	.614**	.823**	.852**	.817**	.758**	1			
A	.606**	.817**	.867**	.759**	.722**	.950**	1		
C	.674**	.829**	.902**	.754**	.735**	.887**	.938**	1	
E	.652**	.869**	.813**	.825**	.945**	.710**	.676**	.694**	1

* Correlation is significant at 0.05 level (two tailed)

**Correlation is significant at 0.01 level (two tailed)

	Hypothesis	Correlation	Result
H1	There is significant impact of Openness on Employee Performance and Satisfaction.	0.792**	Supported
H11	There is significant impact of Confrontation on Employee Performance and Satisfaction	0.782**	Supported
H12	There is significant impact of Trust on Employee Performance and Satisfaction	0.600**	Supported
H13	There is significant impact of Authenticity on Employee Performance and Satisfaction.	0.723**	Supported
H14	There is significant impact of Pro-action on Employee Performance and Satisfaction	0.614**	Supported
H15	There is significant impact of Autonomy on Employee Performance and Satisfaction.	0.606**	Supported
H16	There is significant impact of Collaboration on Employee Performance and Satisfaction.	0.674**	Supported
H17	There is significant impact of Experimentation on Employee Performance and Satisfaction.	0.652**	Supported
* Correlation is significant at 0.05 level (two tailed)			
** Correlation is significant at 0.01 level (two tailed)			

Table 3 represents the correlation analysis and how variables are related to each other. The relationships of the entire OCTAPACE culture are significantly effect on the employee performance and satisfaction. Pearson correlation was applied on the data to check the relationship between OCTAPACE culture and employee performance and satisfaction with Openness (r=.792), Confrontation (r=.782), Authenticity (r=.723), Collaboration (r=.674), Experimentation (r=.652), Pro-Action (r=.614), Autonomy (r=.606) & Trust (0.600) show a positive impact. The results indicates that all the variables are statistically significant at (p<0.05).

Table 4- Reliability Statistics

Cronbach's Alpha	N of Items
.974	8

The standard range of reliability test is 0.5-1. Reliability testing for our study comes out to be 0.974 which signifies that reliability lies in standard scale.

Table 5- Regression Analysis

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Sig. F. Change
1	.823	.677	.658	.29317	.000
* Predictors : (Constant) – Openness, Confrontation, Trust, Authenticity, Pro-Action, Autonomy, Collaboration, Experimentation					
** Dependent Variables – Employee Performance & Employee Satisfaction					

Table 6 ANOVA

Model	SS	DF	MS	F	Sig.
Regression	25.381	8	3.173	36.913	.000

Residual	12.119	141	.086
Total	37.500	149	
* Predictors : (Constant) – Openness, Confrontation, Trust, Authenticity, Pro-Action, Autonomy, Collaboration, Experimentation			
** Dependent Variables – Employee Performance & Employee Satisfaction			

Table 5 shows the multiple regression analysis and found that all the factors of OCTAPACE (i.e. Openness, Confrontation, Trust, Authenticity, Pro-Action, Autonomy, Collaboration, Experimentation) together significantly predicted in employee performance and satisfaction while in Table 6 the level of significance F-statistics (36.913)= 36.91%, P value (0.00<0.05) with an ($R^2=0.677$) means almost 67.7% employee performance explained by all the OCTAPACE culture collectively.

Discussion & Conclusion

The study explained that a healthy OCTAPACE culture stands on eight strong pillars (i.e. Openness, Confrontation, Trust, Authenticity, Pro-Action, Autonomy, Collaboration, Experimentation) which should be maintained in any organization to achieve organizational goal. A result of the study that the significant impact of OCTAPACE. culture on employee performance and employee satisfaction. The research papers have stated that elements of OCTAPACE culture create a positive environment in the organization.

Recommendations

- 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.
- Organization should focus on elements of OCTAPACE culture and allow them to bring positive results and enhance productivity.
- 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 faculties. 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.

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