

**A STUDY OF OCTAPACE CULTURE AT ABC (PSU)****ABC (Public Sector Unit)-The Real name of the company is not disclosed****Authors:****Dr. Vaishali Rahate, DMIMS, Nagpur****E-Mail:vaishali1412@gmail.com****Snehal Kamdi (Student), DMIMS, Nagpur****Abstract:**

The paper is a result of the survey conducted at a Public Sector Organisation to study the OCTAPACE culture prevailing in the company. The data was collected through reliability tested questionnaires designed by Uday Pareek.

The analysis of the culture is essential for the organization to introspect and undertake corrective measures to sustain in today's competitive arena.

**INTRODUCTION**

“Organizational culture is the DNA of the organization, which consists of the values and assumptions shared within an organization”, Mc Shane, Glinow and Sharma (2011). Organizational culture gives an uniqueness to the organization and to its employees by creating icon for the organization. According to Kreitne. R and Kinicki. A. (2008) “Organization's culture gives employees an organizational identity, facilitate collective commitment, promote social system stability and shapes behavior by helping members make sense of their surroundings.” Thus it is true to say that culture has significant influence on the organization's performance. Lack of consideration of organizational culture may create tribulations in decision making. The culture is also a system of shared thinking & approach that develop within an organization & channel the actions of its members. It is also known as "corporate culture", & has a major impact on the performance of organization & specially on the value of work life practiced by the employees. Organizational culture "consists of the norms, values & rules of conduct of an organization as well as management styles, priorities, beliefs & interpersonal behaviors. Together they create a environment that control how well people correspond, plan & make assessments".

To understand the organizational culture the most important aspect are its values it practices. Eight values may be examined to develop the profile of an organizational culture that is called “OCTAPACE”. OCTAPACE = OCTA (eight) + PACE (step) (Pareek 2007). These eight steps(values) creates the organizational culture Every organization differ to each other on the basis of level of these eight dimensions, Which is examined to develop the profile of an organizational culture.

## LITERATURE REVIEW

Krishna and Rao (1997) surveyed the organizational climate of the BHEL which shows that the environment of openness works well among the middle and senior managers in the company while the value of experimentation was responded to favorably among the middle and senior managers. A study conducted by Rohmetra (1998) on banking sector of J & K space for determining the HRD climate showed that the environment is less open for employees and found that an intimate degree of trust is enjoyed in the bank. Mufeed (2006) has conducted study in one of the leading hospital SKIMS about the perception of the medical staff towards the HRD climate and found that the value of experimentation has been discouraging. They never encouraged the potential employees by sharing their new ideas and suggestions. The result indicated that there exists a reasonably good climate for the value of confrontation. Also, Mufeed and Gurkoo (2007) in their study in the universities of J & K found a satisfactory level of confrontation present in all three universities. However, in some organizations, the value of „confrontation“ is yet to take roots while the value of proactivity as unfavorable. Sharma and Purang (2000) showed that there exists a good degree of trust among the middle level managers in an organization in engineering sector. The study done by Oriol Iglesias, Alfons Sauquet, Jordi Montana (2011) concluded that the two key shared values required to successfully put relationship marketing into effect are client orientation and a high degree of concern for employees. Furthermore, another six shared values (trust, commitment, teamwork, innovation, flexibility, and results orientation) also seem to facilitate the development of a relationship marketing orientation, according to their study.

## COMPANY PROFILE

ABC Limited is functioning under Ministry of Mines, Govt. of India with 100% Government of India holding, for systematic exploration of minerals “To Bridge the Gap between Initial Discovery of Mineral Prospect and its Eventual Exploitation”. It is the only organization both in Government and in private sector, possessing entire spectrum of mineral exploration facilities under one roof. Since its inception in 1972, ABC LIMITED has grown from strength to strength by adopting modern techniques of exploration and it has now emerged as the premier exploration agency in the country. The Company has its corporate office at Nagpur, Maharashtra, with a number of Zonal / Project offices located throughout the length and breadth of the country. The authorized capital is Rs. 125 crores. Dedicated service of ABC LIMITED in mineral exploration over three decades has resulted in updating mineral inventory of various minerals manifold and setting up of a number of mineral based industries and Companies in India. Since inception till date, it has completed over 1331 projects of detailed mineral exploration, mine development and 1,56,665 million tonnes of mineral reserves have been established. The exploration inputs are 9.47 million meters of drilling, 3.32 million meters of geophysical logging, 6126 sq.km. Of detailed geological mapping and topographical survey and 0.29 million meters of exploratory & developmental mining. Beside this more than 186 projects on remote sensing and environmental studies have also been completed. The main strength of the company is its team of well-qualified and experienced exploration geologists, geophysicists, analytical chemists, drilling and mining

engineers and surveyors supported by highly skilled, trained technical and scientific staff and state-of-art computer facilities.

### Objective of the study

- To study each parameter i.e. Openness, confrontation, Trust, Authenticity, Proaction, Autonomy, collaboration and experimentation at ABC LIMITED Nagpur.
- To identify the areas where the organization lacks in OCTAPACE value.
- To find out what are the areas of improvement in organizational efficiency.

### Research Design:

Sample Area: Mineral Exploration and Corporation Limited, Nagpur

Sample size: 20

Sample frame: Employees of HR department at ABC LIMITED, Nagpur,

Sample Method: Random Sampling

Research is based on:

1) Primary Data

2) Secondary Data

1. Primary data: Primary data will be collected by Questionnaire filled by the employees of ABC LIMITED. Some Questionnaires used for collection of primary data for the study.

2. Secondary data: The secondary data will be collected from annual reports, company website, magazines, internet source, various reports and article from the internet will provide the information regarding the requisite data.

### Data Representation, Analysis & Interpretation

The following findings were observed at the organization:

Values	Percentage
Openness	62%
Confrontation	64%
Trust	69%
Authenticity	61%
Proaction	66%
Autonomy	61%
Collaboration	66%
Experimentation	61%

**OPENNESS: 62%**

**QUESTIONS**

- 1) Free interaction among employees, each respecting others feelings, competence and sense of judgment.
- 2) Genuine sharing of information, feelings and thoughts in meetings
- 3) Free discussion and communication between seniors and subordinates
- 4) Effective managers put a lid on their feelings
- 5) Free and frank communication between various levels helps in solving problems

From the above analysis it is found that only 62% of the employees believe that there is openness in the organization while the rest believe that there is no free interaction among the employees or the genuine sharing of information, feelings and thoughts in the meetings also there is no free discussion and communication between the seniors and the subordinates also they didn't believe that effective managers put a lid on their feelings and they don't even believe that there is free and frank communication between various levels that helps in solving problems.

**CONFRONTATION: 64%****QUESTION**

- 1) Facing and not shying from problems.
- 2) Going deeper rather than doing surface-analysis of interpersonal problems
- 3) Facing challenges inherent in the work situation
- 4) Pass the buck tactfully whenever there is a problem
- 5) Surfacing problems is not enough; we should find the solutions

It is found that 64% people in the organization believe that there is confrontation in amongst the people in the organization while the rest 36% people believe that they are unable to face and many a times feel shy from facing the problems. Again they only do the surface analysis of the problem rather than doing a deeper studies. Also they are ready to face challenges in the work situation and they pass just avoid the situation whenever there is any problem. Neither have they believed that surface problem is not enough, they should find the solutions.

**TRUST: 69%****QUESTION**

- 1) Offering moral support and help to employees and colleagues in a crisis.
- 2) Interpersonal contact and support among people
- 3) Confiding in seniors without fear and they will misuse the trust
- 4) Trust begets trust
- 5) When the chips are down you have to fend for yourself (people cannot rely on others in times of crisis)

69% people believe that there is trust amongst each employees in the organization while the rest believe that industrialists offer moral support and help to the employees and colleagues in the crisis. There is a strong interpersonal contact and support among the people. But the rest 31% people believe that they cannot confide in their seniors without fear and that if they would do so the seniors may misuse their trust. Also they believe that trust begets trust and people cannot rely on others at the time of problems.

### **AUTHENTICITY: 61%**

#### **Question**

- 1) Congruity between feelings and expressed behavior(minimum gap between what people say and what people do
- 2)Tactfulness, smartness and even a little manipulation to get things done
- 3) Owning up to mistakes
- 4) Telling a polite lie is preferable to telling the unpleasant truth
- 5) People generally are what they appear to be

61% people believe that there is congruity between the feelings and the expressed behavior that means there is minimum gap between what people say and what they do whereas other 39% people believe that there is no tactfulness smartness or even a little manipulation to get the things done also they believe that people are not ready to own up the mistakes they do and telling a polite lie is preferable than telling the unpleasant truth. Also people are not generally what they do.

### **PROACTION: 66%**

#### **Questions**

- 1) Preventive actions on most matters
- 2) Seniors encouraging their subordinates to think about their development and take action in that direction.
- 3) Considering both positive and negative aspects before taking actions.
- 4) Prevention is better than cure
- 5) A stitch in time saves nine

66% of the employees believe that there are preventive matters on most matters in the organization and the seniors are encouraging their subordinates to think about their development and take action in that direction, also they consider both positive and negative aspects before taking any action. But the rest 34% people believe that prevention is better than cure and a correct stitch in time saves nine.

**AUTONOMY: 61%****Questions**

- 1) Taking independent action relating to their jobs
- 2) Close supervision of, and directing employees on, action
- 3) Obeying and checking with seniors rather than acting on your own.
- 4) Freedom to employees breeds indiscipline
- 5) A good way to motivate employees is to give them autonomy to plan their work

61% employees believe that at ABC LIMITED they are taking independent action relating to their jobs and close supervisors are directing the employees on action while the rest 39% believe that they have to obey and check with their seniors rather than acting on their own and it is believed that there is a feeling in the organization that freedom to the employees breeds indiscipline and they believe that a good way to motivate the employees is to give them autonomy to plan their work.

**COLLABORATION: 66%****Questions**

- 1) Team work and team spirit
- 2) Accepting and appreciating help offered by others
- 3) Performing immediate tasks rather than being concerned about large organization goals.
- 4) Usually, emphasis on team work dilutes individual accountability
- 5) Employees' involvement in developing an organization's mission and goals contributes to productivity

66% people believe that there is team work and team spirit amongst the employees and they are accepting and appreciating help offered by others and are performing immediate tasks rather than being concerned about the larger organizational goals and believe that team work dilutes the individual accountability also that employees involvement in developing an organization's mission and goals contributes to the productivity, whereas other 34% people deny the above facts.

**EXPERIMENTATION: 61%****Questions**

- 1) Trying out innovative ways of solving problems
- 2) Encouraging employees to take a fresh look at how things are done
- 3) Making genuine attempts to change behavior on the basis of feedback.
- 4) Thinking out and doing new things tones up the organization's vitality
- 5) In today's competitive situations, consolidation and stability are more important than experimentation

61% people agree that they are trying out the innovative ways of solving problems and are encouraging employees to take a fresh look at how the things are done as also they are making genuine attempts to change the behavior on the basis of feedback and also they are thinking out and doing new things that tones up the organizations vitality as also usually the emphasis on team work dilutes individual accountability and in today's competitive situations, consolidation and stability are more important than experimentation, while the rest 39% disagree to the above stated things.

### **CONCLUSION**

From the study on OCTAPACE culture done at ABC LIMITED Nagpur, it is concluded that the OCTAPACE dimension trust is highly valued in the organization that means there is confidentiality in the information shared by others and it is reflected in maintaining the confidentiality of information shared by others in the organization. There is also a sense of assurance and an atmosphere that whenever the help is needed the organizational members are ready to give it to each other. Besides, there is the lowest percentage of Authenticity, autonomy and experimentation at ABC LIMITED which means that there is much more scope of improvement in these areas of work. Openness is also needed to be worked upon as it is also having very least score in the content.

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