

# Comparison of Organization Culture using OCTAPACE Profiling in BPO industry

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## Key Words:

- 1.Ethos
- 2.Organisational Culture
- 3.OCTAPACE
- 4.Values

## Abstract

The main objective of the study is to compare the organizational culture of the selected companies in the BPO sector and to identify and measure the perceived organizational culture and its various dimensions. 50 responses to a 4 point scale questionnaire based on the OCTAPACE profile developed by Udai Pareek were obtained from two organizations in Mumbai. The study helps in identifying the weaker aspects of culture in terms of values and beliefs that prevails in the organization. Once the diagnosis of the culture is done to identify how much each item is valued, weaknesses can be evaluated, on the basis of the degree of correlation between various elements of the OCTAPACE profiling. This result can be used for developing and maintaining a better organizational culture to achieve the desired performance and to sustain competitive advantage in long run.

## INTRODUCTION

The need to diagnose and manage organizational culture is growing in importance due to increasing need to merge and mould the different organizations' cultures as structural changes occurs like various units are consolidated, downsizing and outsourcing eliminates units or entire organizations merge together. The escalating importance of culture is also due to increasing turbulence, complexity, and unpredictability faced by organization in their ever changing external environments. The concept of culture plays very important role when attempting to manage an organization wide change. Many practitioners are slowly realising the fact that, despite best laid plans, an organizational change must include not only changing structures and processes, but also changing the corporate culture as well.

As the competition changes and pressure to survive intensify for organizations, organization culture is given more prominence and importance. This is because organization culture creates both stability and adaptability for organizations. It creates stability by holding the organization for adherence to clear set of consensual values. Culture also encourages adaptability by providing a clear set of guiding principles to follow, when designing strategies to face new circumstances. According to Cameron and Quinn,(1999),clarifying core competences

and strategies intent are prerequisites to organizational adaptability, and both are grounded in the organizations unique culture. Having a diagnostic instruments to identify the core organizational culture values can be an useful tool in the effective management of organizational change. "Organization culture is the key to organizational excellence and the function of leadership is the creation and management of culture" (Schein,1992).Interpreting and understanding the organization culture is an important activity for managers and consultants because it affects strategic development, productivity and learning at all levels. Cultural assumption can both enable and constrain what organizations are able to do.

## LITERATURE REVIEW

### Organisation Culture

According to Shafritz and Ott,(2001) Culture can defined as:

"A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems".

Kroeber and Parsons (1958) defined culture as the "transmitted and created contents and patterns of values, ideas, and other symbolic meaningful systems as factor in shaping human behaviour and the artifacts produced through behaviour". Deal and Kennedy (1982) define organizational culture as the way things get done around

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here. Schein (1990) describes it as a set of shared assumptions, values, beliefs and norms about expected behaviour. Schwartz and Davis (1981) view culture as a pattern of beliefs and expectations shared by organization members. Ouchi (1981) puts it as a set of symbols, ceremonies, and myths that communicate the underlying values and beliefs of an organization. Hofstede (1978) defined culture as "the collective programming of human mind, obtained in the course of life, which is common to the member of one group as opposed to another". Organizational culture is the "basic assumptions and beliefs that are shared by members of the organization" (Schein 1985). Corporate culture is the implicit, invisible, intrinsic and informal consciousness of the organization, which guides the behaviour of the individuals, and at the same time, shapes itself out of their behaviour (Scholz 1987). The Organizational Culture is a system of organizational symbols, beliefs, values and shared assumptions and it is the social force that controls the patterns of organizational behaviour by shaping members' cognition and perceptions of meanings and realities (Ott 1989).

Robbins (1988) indicates that it takes a long time for culture to form and once established it becomes entrenched. Therefore, the culture of an organization should be treated as an important influence on employees' behaviour. Culture conveys important assumptions and norms governing activities and goals. It tells employees how things are to be done and what is important. By providing a complex social system of laws, values, and customs it conveys a message regarding the desirable and non-desirable behaviours in an organization.

### **OCTAPACE Culture**

The various terms used in context of organization culture: values, beliefs, ethos, climate, environment, and atmosphere. According to Pareek (2002), the culture related concepts can also be seen as multi levels concepts. The core or first level is 'values', which give a distinct identity to group. This, is the basic ethos of the group. The Random house dictionary defines ethos as "the fundamental character or spirit of a culture". The second level concept is 'climate', which can be defined as the perceived attributes of an organization and its subsystem as reflected in the way it deals with its members, groups, and issues. The third level concept relates to 'atmosphere'. It is defined as a distinct quality or environment that affects the existence or development of someone or something.

Pareek (2002) defines the concept of ethos as the underlying spirit of character or group and is the root of culture. He defines organizational ethos as eight

dimensions relevant to institution –building. These eight cultural dimensions are also called as OCTAPACE. OCTAPACE symbolizes 'octa' or eight and 'pace' or steps to create functional ethos in an organization. The eight dimensions of OCTAPACE culture, viz., Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and, Experimentation are the emerging pillars of a strong and successful organization. Building a culture that is ingrained in the OCTAPACE values will help in creating an organization which is responsive, alert and alive to changes.

Venkateswaran (1997) made a study in public sector undertaking in India and found that, to a larger extent, a favourable HRD climate is prevalent in the organization under study. Srimannarayana (2001) identified a below average level of HRD climate in software organization in India. Misra and Bhradwaj (2002) carried out HRD climate survey in an private sector undertaking in India and concluded the HRD climate in that organization was good. Rodrigues (2004) conducted a study in the engineering institute of India and found that the HRD climate as highly satisfactory.

A study conducted by Srivastav (1995) in a government-owned company in India before and after implementation of ISO 9000 to determine the effect of its implementation on teamwork was done. The OCTAPACE instrument was given to the executives before and after ISO 9000 implementation and scores were compared. There was growth in teamwork related area such as collaborative problem solving and extension. Erakovich et al. (2002) tried to explore the relationship between ethical work climate and organizational culture in public organizations. They developed a typology of ethical climates in organization and survey items were taken from OCTAPACE profile.

Srivastava S.K and Srivastava P (2004) described the initiative of a successful total productive maintenance (TPM) implementation in a continuous process firm in India and its effects on the firm's performance. An expected outcome of the initiative was the emergence of the OCTAPACE culture and raising company bottom –line. Niranjana and Pattanayak (2005) tried to explore the dynamics of organizational citizenship behaviour, learned optimism and organizational ethos represented by OCTAPACE in service and manufacturing company in India. The manufacturing sector was found to have a better organization culture where as service sector had high organizational citizenship behaviour and learned optimism.



Empirical studies conducted by (Rohmetra 1998;Rao and Abraham 1999;Alphonsa 2000;Bhardwaj and Mishra 2002;Kumar and Patnaik 2002) indicates that the culture of the OCTAPACE values is imbibed in the culture of many organizations to good or moderate degree. These values help in fostering a climate of continuous development of human resources.

### **Openness and Risk Taking**

Employee feel free to express their ideas and the organization is willing to take risks and to experiment with new ideas and new ways of doing things. Krishna and Rao (1997) surveyed the organization climate of the BHEL which shows that the environment of openness works well among middle and senior managers in the company. A study conducted by Rohmetra(1998) on banking sector of J&K for determining the HRD climate showed that the environment is less open to for employees. Mangaraj (1999) in her study of the HRD system in Rourkela steel plant found that the employee's opportunities to express their view points are quite successful. Alphonsa(2000) found a good level of openness in the private hospital of Hyderabad. Rainayee(20002) in his empirical study of the climate in commercial banks found that the 'SBI' successful in facilitating open communication. An OCTAPACE study conducted by Mufeed and Gurkoo(2007) in the universities of J&K found satisfactory level of openness present in all three universities under study.

### **Confrontation**

Employees face the problems and work jointly with others concerned to find solution. They face the issues without actually fearing of hurting anyone or avoiding them. Kumar and Patnaik(20002) conducted a study on post graduate teachers of JNU and reported that the value of confrontation responded well among teachers. Alphonsa (2000) in his study on HRD climate in private hospitals of Hyderabad found that there existed a reasonably good value of confrontation. Mufeed (2006) has conducted study in one of the leading hospital SKIMS about the perception of the medical staff towards HD climate and indicated that there exist a good climate for value of confrontation. Also, Mufeed and Gurkoo(2007) in their study in universities of J&K found satisfactory level of confrontation present in all three universities. Krishna and Rao (1997), Rohmetra(1998) and Shakeel (1999) in their studies on culture found that the value of confrontation was perceived at a low degree.

### **Trust**

The employees department and groups trust each other and can be relied upon to 'do' whatever they say they will

do. Rohmetra(1998) found that an intimate degree of trust enjoyed in the bank which he studied. Sharma and Purang (2000) showed that there exists a good degree of trust among the middle level managers in an organization in engineering sector.

### **Authenticity**

Authenticity is the willingness of a person to acknowledge the feelings he/she has ,and to accept him/her as well as others who relate to him/her as persons. Mufeed (2006) in his empirical study on the culture in hospitals found that the value of authenticity has been well developed. Alphonsa (2000) indicted that there existed reasonably good climate of the value of authenticity in private hospitals. Rainyee (2002) found that the value of authenticity had been well developed in commercial banks. However, Shakeel (1999) in his studies found it at a low level.

### **Pro-action**

Employees are action –oriented, willing to take initiative and to show a high degree of pro-activity. They anticipate the issues and act or respond to the needs of future. Mufeed and Gurkoo(2007) in their study in universities of J&K found unsatisfactory level of pro-activity.

### **Autonomy**

Autonomy is the willingness to use power without fear , and helping others to do the same. Employees have freedom to act independently within the boundaries imposed by their role/job. Krishna and Rao (1997) surveyed the organizational and HRD climate in the BHEL and reported that the value of autonomy responded poorly by employees. Rainayee (2000) in his empirical study found the value of autonomy is missing in banks.

### **Collaboration**

Collaboration involves working together and using one another strength for a common cause. Individuals, instead of solving their problems by themselves ,share their concerns with one another and prepare strategies ,work out plans of action, and implement them together. Bhardwaj and Mishra (2002) in their empirical study found that the private sector managers perceived collaboration in their organization at an above average level. Rainyee 92002) in his empirical study in commercial bank found that the team spirit and collaboration in both the banks are satisfactory.

### **Experimentation**

Experimentation emphasizes the importance of innovation and trying out new ways of dealing with problems in the organization. Alphonsa (2000) found that the employees were not encouraged when they suggested new things or



new ideas. Krishna and Rao(1997) found the value of experimentation was responded to favourably among the middle and senior managers. Mufeed (2006) found the value of experimentation has been discouraging in hospital.

### METHODOLOGY

The Instrument: For the purpose of collecting data on the OCTAPACE profile, a two-part questionnaire developed by Pareek (2002) was used. Part 1 contains 24 items representing three statements for each of the eight values of OCTAPACE and the respondent was required to check, on a four-point scale, how much each item is valued in his organization. Part 2 contains 16 items, two each for the eight OCTAPACE values and the respondent checks, on a four-point scale, how widely each of them is shared in the organization. For each of the eight OCTAPACE values there were five statements. For both parts of the questionnaire, scores from 1-4 was allotted to the four-point scale. In order to avoid biases in responses, certain statements were negatively worded and their scores were reversed so that all items became unidirectional.

### Sample

OCTAPACE questionnaire were circulated to 75 employees in these two BPOs. Finally 50 responses were obtained and used for analysis. SPSS version 19 and excel was used to analyze the data. The two organizations were named organization A and B respectively. .

### OBJECTIVES OF THE STUDY

- 1.To administer OCTAPACE questionnaire in 2 different BPO's companies i.e. Hutchison 3G and JP Morgan
- 2.To analyze different components of Organization culture within each of these 2 companies and find correlation.
- 3.To compare and evaluate the difference in cultures in the 2 companies by testing the following hypothesis

H0 : $\mu_1 = \mu_2$ : Assessment parameter at 3G is equal to that at JP Morgan

H1 : $\mu_1 > \mu_2$ : Assessment parameter at 3G is greater than that at JP Morgan

### BPO Industry

Business process outsourcing (BPO) is a broad term referring to outsourcing in all fields. A BPO differentiates itself by either putting in new technology or applying existing technology in a new way to improve a process. Business Process Outsourcing (BPO) is the delegation of one or more IT-intensive business processes to an external provider that in turn owns administers and manages the selected process based on defined and measurable performance criteria. Business Process Outsourcing (BPO)

is one of the fastest growing segments of the Information Technology Enabled Services (ITES) industry.

Few of the motivation factors as to why BPO is gaining ground are:

- 1.Factor Cost Advantage
- 2.Economy of Scale
- 3.Business Risk Mitigation
- 4.Superior Competency
- 5.Utilization Improvement

A.Hutchison 3 Global Services Pvt. Ltd or 3G is a 100% subsidiary of the Hutchison Whampoa Group (a Fortune 500 company that introduced 3rd Generation telecom technology to the world). Located at Mumbai and Pune and spread across an area of over 5,17,125 sq. ft., H3GS has over 10,000 employees in the age group of 18- 30 years. Unlike any other BPO or Call Centre, it works on the advanced 3G (3rd Generation) technology and provides end-to-end CRM (customer relationship management) solutions to customers of '3' telecom in the UK, Australia and Ireland. The survey will be conducted of employees working for 3G Australia in its Mumbai branch.

As indicated in table 1, the mean values is highest for Openness (M=15.60) which indicates that people are free to express their feeling and thought, and share them without defensiveness. It is followed by Collaboration (M=15.56) and Experimentation(15.56) .Experimentation (M = 15.56) shows that the organization in average encourages its employees towards innovative approaches to solve problems, using the feedback for improving; taking a fresh look at things and that it encourages creativity. The mean score is the least for the autonomy (M = 13.16) which shows that the employees are having a comparative less freedom to plan and act in their own sphere. There is overall culture of openness and experimentation with collaboration in the organization.

Table1: Mean scores for eight OCTAPACE values in Organization A

	N	Mean	Std. Deviation	Std. Error Mean
Openness	25	15.60	1.915	.383
Confrontation	25	15.52	1.735	.347
Trust	25	14.12	1.691	.338
Authenticity	25	13.52	1.851	.370
Pro-action	25	15.04	1.567	.313
Autonomy	25	13.16	2.135	.427
Collaboration	25	15.56	1.710	.342
Experimentation	25	15.56	1.828	.366



Openness and Authenticity( $r= 0.661$ ): There is the congruence between what one feels, says, and does. Authenticity is close to openness. Authenticity helps in reducing the distortion in communication.

Openness and Experimentation: ( $r= 0.638$ )

There is a positive correlation between two variables. It suggested that people are creative and innovative in their approach towards problems solving. They are open to new ideas and want to experiment new things.

Confrontation and Experimentation( $r=0.640$ ): There is a positive correlation between two variables. It suggested that people are confront problems and are creative and innovative in their approach towards problems solving.

Confrontation and authenticity( $r=0.574$ ): There is a positive correlation between two variables They identify, diagnose and find feasible solution to their problems and willing to accept truth and reality.

Confrontation and collaboration ( $0.572$ ): This highlights that people do not avoid problems; instead they identify

and diagnose them. In this process of problem solving, they support each other.

Confrontation and Pro-action( $r=0.559$ ): The positively correlated variable suggest that people initiate change, experiment, and confront problems in the workforce. They foresee and plan for future.

Trust and collaboration( $r=0.552$ ): There is a positive correlation between two variables. They trust each other and work together (individuals and groups) to solve problems and show the team spirit.

Pro-action and collaboration( $r=0.691$ ): There is a positive correlation between two variables. They are proactive in their approach and influence and learn from each other in identifying the problem area, type of alternative, best solution, approach towards the problems, etc.

Autonomy and Experimentation( $r=0.863$ ): There is a positive correlation between two variables. There is high correlation which suggests that as they have autonomy and freedom to work, they experiment innovative ideas and show creative approach.

Table2: Inter- correlation among variables of OCTAPACE

		Openness	Confrt	Trust	Authent	Pro-action	Autonomy	Collbro	Expert
Openness	Pearson Correlation	1	.467*	.569**	.661**	.478*	.546**	.440*	.638**
	Sig.(2-tailed)		.019	.003	.000	.016	.005	.028	.001
	N	25	25	25	25	25	25	25	25
Confrtation	Pearson Correlation	.467*	1	.262	.574**	.559**	.438*	.572**	.640**
	Sig. (2-tailed)	.019		.206	.003	.004	.029	.003	.001
	N	25	25	25	25	25	25	25	25
Trust	Pearson Correlation	.569**	.262	1	.392	.438*	.306	.552**	.355
	Sig. (2-tailed)	.003	.206		.053	.028	.137	.00	4.082
	N	25	25	25	25	25	25	25	25
Authenticity	Pearson Correlation	.661**	.574**	.392	1	.452*	.23	1.457*	.465*
	Sig. (2-tailed)	.00	0.003	.053		.023	.266	.022	.019
	N	25	25	25	25	25	25	25	25
Pro-action	Pearson Correlation	.478*	.559**	.438*	.452*	1	.185	.691**	.385
	Sig. (2-tailed)	.016	.004	.028	.023		.376	.000	.058
	N	25	25	25	25	25	25	25	25

		Openness	Confrt	Trust	Authent	Pro-action	Autonomy	Collbro	Expert
Autonomy	Pearson Correlation	.546**	.438*	.306	.231	.185	1	.123	.863**
	Sig. (2-tailed)	.005	.029	.137	.266	.376		.559	.000
	N	25	25	25	25	25	25	25	25
Collabro ration	Pearson Correlation	.440*	.572**	.552**	.457*	.691**	.123	1	.269
	Sig. (2-tailed)	.028	.003	.004	.022	.000	.559		.194
	N	25	25	25	25	25	25	25	25
Experi mentation	Pearson Correlation	.638**	.640**	.355	.465*	.385	.863**	.269	1
	Sig. (2-tailed)	.001	.001	.082	.019	.058	.000	.194	
	N	25	25	25	25	25	25	25	25

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Table 3 : Mean scores for eight OCTAPACE values in Organization B

	N	Mean	Std. Deviation	Std. Error Mean
Openness	25	15.04	1.925	.385
Confrontation	25	15.92	1.656	.331
Trust	25	13.92	1.706	.341
Authenticity	25	13.60	1.291	.258
Pro action	25	17.24	1.422	.284
Autonomy	25	9.28	1.429	.286
Collaboration	25	15.16	1.546.	.309
Experimentation	25	12.80	1.803.	.361

C.

D. Pearson coefficient which indicates the inter-correlation among OCTAPACE variables for organization B is shown below in table 4.

A.J.P. Morgan is a leader in financial services, offering solutions to clients in more than 100 countries with one of the most comprehensive global product platforms available. It has been helping its clients do business and manage their wealth for more than 200 years. Table 3 indicates the dimensions of organization culture in the organization B. The highest mean scores is of pro-action

(17.24), followed by confrontation (M = 15.92), collaboration (M = 15.16), and openness (M = 15.04). The mean score is least for autonomy (M = 9.28), which shows that employees are having comparatively less freedom to plan and act in their own sphere. There is overall culture of pro-action and confrontation in organization to solve problems.

Table 4: Inter-correlation among the variables of the OCTAPACE culture in organization B

		Open	Confrt	Trust	Authent	Pro-action	Autonomy	Collbro	Expert
Open ness	Pearson Correlation	1	.576*	.775**	.292	.392	.238	.614	.399
	Sig.(2-tailed)		.003	.000	.157	.053	.252	.001	.048
	N	25	25	25	25	25	25	25	25
Confront ation	Pearson Correlation	.576*	1	.484	.062	.203	.151	.314	.134
	Sig. (2-tailed)	.003		.014	.767	.330	.472	.126	.523
	N	25	25	25	25	25	25	25	25
Trust	Pearson Correlation	.775**	.484*	1	.193	.420*	.420*	.511**	.496*
	Sig. (2-tailed)	.000	.014		.355	.036	.037	.009	.012
	N	25	25	25	25	25	25	25	25
Authent icity	Pearson Correlation	.292	.062	.193	1	.054	.018	.200	.322
	Sig. (2-tailed)	.157	.767	.355		.796	.932	.337	.116
	N	25	25	25	25	25	25	25	25
Pro-action	Pearson Correlation	.392	.203	.420	.054	1	.068	.058	-.062
	Sig. (2-tailed)	.053	.330	.036	.796		.747	.784	.769
	N	25	25	25	25	25	25	25	25
Autonomy	Pearson Correlation	.238	.151	.420	.018	.068	1	.545**	.249
	Sig. (2-tailed)	.252	.472	.037	.932	.747		.005	.230
	N	25	25	25	25	25	25	25	25
Collabora tion	Pearson Correlation	.614*	.314	.511**	.200	.058	.545	1	.475
	Sig. (2-tailed)	.001	.126	.009	.337	.784	.005		.016
	N	25	25	25	25	25	25	25	25
Expriment ation	Pearson Correlation	.399*	.134	.496	.322	.062	.249	.475	1
	Sig. (2-tailed)	.048	.523	.012	.116	.769	.230	0.16	
	N	25	25	25	25	25	25	25	25

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Table 5: Comparison of the mean of the level of OCTAPACE values of culture in two organizations

Parameters	3G ; N1=25		JP Morgan ; N2=25		MS-diff
	Mean = X	1SD = S1	Mean = X2	SD = S2	
Openness	15.6	1.915	15.04	1.925	0.56
Confrontation	15.52	1.735	15.92	1.656	-0.4
Trust	14.12	1.691	13.92	1.706	0.2
Authenticity	13.52	1.851	13.60	1.291	-0.08
Pro action	15.04	1.567	17.24	1.422	-2.2
Autonomy	13.16	2.134	9.28	1.429	3.88
Collaboration	15.56	1.709	15.16	1.546	0.4
Experimentation	15.56	1.827	12.8	1.803	2.76

**Openness and Trust ( $r=0.775$ ):** There is a positive correlation between two variables, which suggested that the employees maintain confidentiality of information shared by each other and do not misuse it. They accept what another person says at the face value and do not search for ulterior motives. There is also a spontaneous expression of the feeling and thought and sharing of these without offensiveness.

**Openness and collaboration( $r=0.614$ ):** This shows that there is openness in both directions, receiving and giving, which leads to the collaboration in giving help to, and asking for help from the others.

**Openness and confrontation( $r=0.576$ ):** This highlights that people do not avoid problems; instead they identify and diagnose them. In this process of problem solving, they support each other. They help to influence and learn from each other in identifying the problem area, type of alternative, best solution, approach towards the problems, etc.

**Confrontation and trust( $r=0.484$ ):** This suggested that the congruence between what one feels, says, and does leads to a higher acceptance of what another person says at the face value.

**Trust and collaboration ( $r=0.511$ ):** They trust each other and work together (individuals and groups) to solve problems and show the team spirit.

**Autonomy and collaboration( $r=0.544$ )** There is a positive correlation between the variables of autonomy and collaboration, which shows that though people are free to plan and take their own action, they are ready to give help to and to ask for help from the others.

**Pro-action and experimentation( $r=-0.617$ ):** The negative

correlation between the variables pro-action and experimentation suggests that people do not take initiatives regarding work activities that lead to pro-activity and creative ideas. As indicated in table 6, the t-calculated for each OCTAPACE values to compare culture in two organization are discussed below.

#### **Openness**

Critical value or Table value of  $t(\alpha, df) = t(0.05, 48) = 1.6772$ . Test statistic or calculated value of  $t = 1.03119$ . The calculated value of  $t$  lies in the acceptance region. Therefore, we accept  $H_0$  i.e.  $\mu_1 = \mu_2$ . Hence, based on the given data, at the given level of significance, it appears that the level of openness in the culture at 3G is equal to the level of openness in the culture at JP Morgan

#### **Confrontation**

Critical value or Table value of  $t(\alpha, df) = t(0.05, 48) = 1.6772$ . Test statistic or calculated value of  $t = -0.83387$ . The calculated value of  $t$  lies in the acceptance region. Therefore, we accept  $H_0$  i.e.  $\mu_1 = \mu_2$ . Hence, based on the given data, at the given level of significance, it appears that the level of confrontation in the culture at 3G is equal to the level of confrontation in the culture at JP Morgan.

#### **Trust**

Critical value or Table value of  $t(\alpha, df) = t(0.05, 48) = 1.6772$ . Test statistic or calculated value of  $t = 0.41630$ . The calculated value of  $t$  lies in the acceptance region. Therefore, we accept  $H_0$  i.e.  $\mu_1 = \mu_2$ . Hence, based on the given data, at the given level of significance, it appears that the level of trust in the culture at 3G is equal to the level of trust in the culture at JP Morgan.



### Authenticity

Critical value or Table value of  $t(\alpha, df) = T(0.05, 48) = 1.6772$ . Test statistic or calculated value of  $t = -0.17724$ . The calculated value of  $t$  lies in the acceptance region. Therefore, we accept  $H_0$  i.e.  $\mu_1 = \mu_2$ . Hence, based on the given data, at the given level of significance, it appears that the level of authenticity in the culture at 3G is equal to the level of authenticity in the culture at JP Morgan.

### Pro action

Critical value or Table value of  $t(\alpha, df) = t(0.05, 48) = 1.6772$ . Test statistic or calculated value of  $t = -5.19841$ . The calculated value of  $t$  lies in the acceptance region. Therefore, we accept  $H_0$  i.e.  $\mu_1 = \mu_2$ . Hence, based on the given data, at the given level of significance, it appears that the level of pro action in the culture at 3G is equal to the level of pro action in the culture at JP Morgan.

### Autonomy

Critical value or Table value of  $t(\alpha, df) = t(0.05, 48) = 1.6772$ . Test statistic or calculated value of  $t = 7.55373$ . The calculated value of  $t$  lies in the rejection region. Therefore, we reject  $H_0$  and we accept  $H_1$  i.e.  $\mu_1 > \mu_2$ . Hence, based on the given data, at the given level of significance, it appears that the level of autonomy in the culture at 3G is greater than the level of autonomy in the culture at JP Morgan.

### Collaboration

Critical value or Table value of  $t(\alpha, df) = t(0.05, 48) = 1.6772$ . Test statistic or calculated value of  $t = 0.86786$ . The

calculated value of  $t$  lies in the acceptance region. Therefore, we accept  $H_0$  i.e.  $\mu_1 = \mu_2$ . Hence, based on the given data, at the given level of significance, it appears that the level of collaboration in the culture at 3G is equal to the level of collaboration in the culture at JP Morgan.

### EXPERIMENTATION

Critical value or Table value of  $t(\alpha, df) = t(0.05, 48) = 1.6772$ . Test statistic or calculated value of  $t = 5.37623$ . The calculated value of  $t$  lies in the rejection region. Therefore, we reject  $H_0$  and we accept  $H_1$  i.e.  $\mu_1 > \mu_2$ . Hence, based on the given data, at the given level of significance, it appears that the level of experimentation in the culture at 3G is greater than the level of experimentation in the culture at JP Morgan.

### Comparison of the mean scores of overall culture in two organisations

The Table 7 shows the comparison of mean scores of the overall culture in two organisations under study for OCTAPACE profile. The mean score ( $M = 14.76$ ) of the organisation A is better than the mean score ( $M = 14.12$ ) of the organisation B. The result shows that the eight important values relevant to the institution building i.e., openness, pro-action, collaboration, authenticity, experimentation, autonomy, trust, and experimentation, are present more in the organisation A than in the organisation B. This is also proven after comparing the coefficient of variation. But when t-test is done it shows no significant difference.

Table 6 : t-Calculated values of the mean of the level of OCTAPACE values of culture in two organisations

Parameters	3G ; N1=25	JP Morgan ; N2=25	t-calculated
	Mean	Mean	
Openness	15.6	15.04	1.0311938
Confrontation	15.52	15.92	-0.8338719
Trust	14.12	13.92	0.4163084
Authenticity	13.52	13.6	-0.1772467
Pro action	15.04	17.24	-5.198419
Autonomy	13.16	9.28	*7.5537308
Collaboration	15.56	15.16	0.86786095
Experimentation	15.56	12.8	*5.37623158

\*Significant at 95% level of confidence ( $p < 0.05$ )



Table 7: Comparison of overall mean of OCTAPACE values in two organization.

OCTAPACE culture	3 G	JP Morgan	t-statistics
Mean	14.76	14.12	
Std dev	0.9453	2.246	1.313185
Coefficient of variance	0.0640	0.1590	

Significant at 95% level of confidence ( $p < 0.05$ )

## CONCLUSION

Thus, from the above analysis we can find that the two companies from the same industry have a difference in culture on some parameters like Autonomy and Experimentation whereas on the other parameters the levels are similar. One of the major reasons behind this could be the fact that though both the companies are from the same industry i.e. the BPO industry they are different in the kind of services they provide.

Hutchison 3G for instance is into providing customer service and technical services related to its telecom service users which allows for autonomy and experimentation, whereas JP Morgan caters to its customer using its banking services which uses standardized procedures and is rule bound so their organization culture does not have any scope for autonomy and experimentation. Thus the dynamics of both these businesses tend to differ and thus their cultures differ accordingly. So the OCTAPACE instrument is a very good tool to find out various components of organization culture and also compare it with other companies in the similar industry. It gives companies to critically evaluate their organizational culture and improve it so that it can have a better effect on the organizations effectiveness.

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## Annexure

### QUESTIONNAIRE

#### Section 1

√ 4 if it is highly valued	√ 3 if it is given a fairly high value
√ 2 if it is given a rather low value	√ 1 if it is given a very low value

1) Free interaction among employees, each respecting others, feelings, competence and sense of judgment.
2) Facing and not shying from problems.
3) Offering moral support and help to employees and colleagues in a crisis.
4) Congruity between feelings and expressed behaviour (minimum gap between what people say and what people do)
5) Preventive actions on most matters
6) Taking independent action relating to their jobs
7) Team work and team spirit
8) Trying out innovative ways of solving problems
9) Genuine sharing of information, feelings and thoughts in meetings
10) Going deeper rather than doing surface-analysis of interpersonal problems
11) Interpersonal contact and support among people
12) Tactfulness, smartness and even a little manipulation to get things done
13) Seniors encouraging their subordinates to think about their development and take action in that direction.
14) Close supervision of, and directing employees on, action
15) Accepting and appreciating help offered by others
16) Encouraging employees to take a fresh look at how things are done
17) Free discussion and communication between seniors and subordinates

18) Facing challenges inherent in the work situation
19) Confiding in seniors without fear that they will misuse the trust.
20) Owning up to mistakes
21) Considering both positive and negative aspects before taking actions.
22) Obeying and checking with seniors rather than acting on your own.
23) Performing immediate tasks rather than being concerned about large organization goals.
24) Making genuine attempts to change behaviour on the basis of feedback.

**Section 1**

√ 4 if it is a very widely shared belief	√ 3 if it is fairly widely shared
√ 2 if only some persons in the organization share this belief	√ 1 if only a few or none have this belief

25) Effective managers put a lid on their feelings
26) Pass the buck tactfully whenever there is a problem
27) Trust begets trust
28) Telling a polite lie is preferable to telling the unpleasant truth
29) Prevention is better than cure
30) Freedom to employees breeds indiscipline
31) Usually, emphasis on team work dilutes individual accountability
32) Thinking out and doing new things tones up the organization's vitality
33) Free and frank communication between various levels helps in solving problems
34) Surfacing problems is not enough; we should find the solutions
35) When the chips are down you have to fend for yourself (people cannot rely on others in times of crisis)
36) People generally are what they appear to be
37) A stitch in time saves nine
38) A good way to motivate employees is to give them autonomy to plan their work
39) Employees' involvement in developing an organization's mission and goals contributes to productivity
40) In today's competitive situations, consolidation and stability are more important than experimentation

**Scoring Method :** To make scoring easier, an answer sheet is provided. From the key, the items marked with an asterisk are first reversed so that 4 becomes 1, 3 becomes 2, 2 becomes 3 and 1 becomes 4. This makes all items unidirectional. The rows are then added. The eight rows represent the eight aspects in the same order. The scores on each aspect range from 5 to 20. In a group, participants can themselves score their completed answer sheets.

<b>Openness :</b>	1, 9, 17, 25*, 33
<b>Confrontation :</b>	2, 10, 18, 26*, 34
<b>Trust :</b>	3, 11, 19, 27, 35*
<b>Authenticity :</b>	4, 12*, 20, 28*, 36
<b>Pro action :</b>	5, 13, 21, 29, 37
<b>Autonomy :</b>	6, 14*, 22*, 30*, 38
<b>Collaboration :</b>	7,15,23*,31*,39
<b>Experimentation :</b>	8, 16, 24, 32, 40*