

## Impact of OCTAPACE Model on Banking Employees: a Comparative Study of Private and Public Sector Banks with reference to Andhra Pradesh

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**Abstract:** *Organisational culture is an aspect that impacts every organisation's functioning, different organisation needs different kind of culture to be set up. It is defined in terms of shared meaning, patterns of beliefs, rituals, symbols, and myths that evolve over time, service to reduce human variability and control and shape employee behaviour in organisation. The present research aims to compare private sector and public sector banks in terms of values of employees. The study attempts to know the impact of OCTAPACE model on banking employees of private and public sector banks in Andrapradesh. The main implication of this research on organisational culture suggest that there is a scope for further improvement in the sample study organisations which would improve their work life by overcoming the monotony.*

**Keywords :** OCTAPACE, Organisational Culture, Bank..

### Introduction:

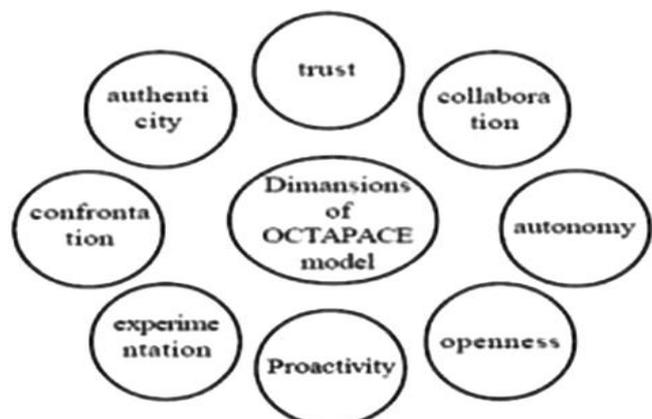
organisational culture is an aspect that impacts every organisation's functioning, different organisation needs different kind of culture to be set up. Organisational culture is defined in terms of shared meaning, patterns of beliefs, rituals, symbols, and myths that evolve over time, service to reduce human variability and control and shape employee behaviour in organisation. The OCTAPACE model is a 40 item instrument that gives the profile of organisation's ethos in 8 values. These values are openness, confrontation, trust, authenticity, proaction, autonomy, collaboration, and experimentation. The instrument contains two parts, part 1, values are stated in items 1 to 24, and the respondent is required to check on scale, that how much each item is valued in organisation. Part 2 contains sixteen statements on beliefs, and the respondent is required to check that how widely each of them is shared in the organisation.

**Importance of OCTAPACE Model** According to Pareek (2003) 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.

**OCTAPACE in Banking Sector:** OCTAPACE model in banking sector is used by human resource development professionals and organisation development consultants to improve organisational ethos and to increase openness, creativity, and collaboration. In banking sector this profile were used for action planning.

- To study the senior subordinates relationship in the organisation,
- To study the values of organisation as well as employees in the organisation, and
- To study the working culture in the organisation.

### Dimensions of OCTAPACE:



- a) **Openness:** It can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness.
- b) **Confrontation:** Confrontation can be defined as facing rather than shying away from problems. It also implies deeper analysis of interpersonal problems.
- c) **Trust:** Trust is not used in the moral sense. It is reflected in maintaining the confidentiality of information shared by others, and in not misusing it.
- d) **Authenticity:** Authenticity is the congruence between what one feels, says and does. It is reflected in owning up one's mistakes, and in unreserved sharing of feelings. Authenticity is closer to openness.
- e) **Proaction:** Proaction means taking the initiative, preplanning and taking preventive action, and calculating the payoffs of an alternative course before taking action.
- f) **Autonomy:** Autonomy is using and giving freedom to plan and act in one's own sphere. It means respecting and encouraging individual and role autonomy.. **Collaboration:** Collaboration is giving help to, and asking for help from, others. It means working together (individuals and groups) to solve problems and team spirit.
- g) **Experimenting:** Experimenting means using and encouraging innovative approaches to solve problems; using feedback for improving, taking a fresh look things, and encouraging creativity.

**Literature Review:** Verma (2013) expresses that the employees having different age group, experience and qualification have the same perception towards general climate. The OCTAPACE vary according to the age and experience so the policies need to be customised with respect to it. According to Mufeed (2006) the value of experimentation has been discouraging whereas the value of authenticity had been well developed. In the opinion of Vijayalakshmi (2014) the organisational culture of IT companies by using OCTAPACE Tool

and suggested a plan of action to change the culture if required for a better organisational performance.

#### Objectives of the Study:

- a) To determine the characteristics of different groups of people within an organisation.
- b) To identify and measure the perceived organisational culture and its various dimensions.
- c) To study how different groups (executives and non-executives) of an organisation perceive its culture.
- d) To identify the level of the OCTAPACE in an organization.
- e) To assess the use of OCTAPACE within an organisation.
- f) To establish an OCTAPACE culture and maximizes production system effectiveness

**Research Design :** The present study is to compare private sector or public sector banks in terms of values of employees. It is being made to know the impact of OCTAPACE model on banking employees. The research is mainly based on descriptive, qualitative and quantitative research; it is conducted by doing survey with the help of questionnaire and direct interviews. f simple random sampling in which each respondent have equal chance of selection. The study includes employees of public sector as well as private sector banks of Andrapradesh.

For the data collection Andrapradesh was taken as a sampling unit. 50 bank employees were chosen where 25 are of private sector banks or 25 are of public sector bank.

**Sources of Data Collection:** In the present study, primary as well as secondary data has been used. Primary data collected through questionnaire. Secondary data from various research papers, books, magazines, articles etc.

#### Data Analysis

Organization Name	Type	No. of employee
ICCI	Private	14
YES	Private	6
Andhra bank	Public	8
HDFC	Private	5

Bank of India	public	7
SBI	Public	10

The present study has been carried out on about 25 employees of private sector banks and 25 employees of public sector banks of Rajasthan such as ICICI, SBBJ, HDFC, Bank of Baroda, Yes bank, and SBI. The above table 1 presents the data of 25 employees of private sector banks

and 25 of public sector banks. It shows that the maximum number of respondents are from ICICI Bank as compare to other banks less participation of respondents from HDFC Bank.

#### Gender of Respondent's :

The study is comprised of male and female employees. 34 employees were man whereas 16 were woman. Random Sampling technique was used for collect information's.

**Table 2**

Gender	No. of employees	Percentage
Male	34	68%
Female	16	32%

As shown in the table 2, it is evident that the major section of respondents is male employees. Males are 68% and female are 32% of the respondents; it shows that there are less number of woman working in banking sector as compare to males.

#### Analysis on Dimensions of OCTAPACE Model

There are 8 dimensions of this model the present study is carried out on these factors of model.

- 1. Openness:** Openness describes how the employees are taking steps to encourage more feedback and suggestions from customers, colleagues and others.

**Table 3**

Respon	Privat	Public	Total no. of respondent	Percentag
Yes	21	16	37	74%
No	4	9	13	26%

- 2. Confrontation:** Confrontation is being used with some reservation and means putting up a front as contrasted with putting one's back (escaping) to the problem.

**Table 4**

Respon	Privat	Public	Total no. of respondent	Percentag
Yes	25	15	40	80%
No	0	10	10	20%

- 3. Trust :** This factor is reflected in maintaining the confidentiality of information shared by others, and in not misusing it. This is an important factor in an banking sector.

**Table 5**

Response	Private	Public	Total no. of respondents	Percentage
Yes	15	24	39	78%
No	10	1	11	22%

- 4. Authenticity:** It is reflected in owning up one's mistakes, and in unreserved sharing of feelings. Authenticity is closer to openness.

**Table 6**

Response	Private	Public e	Totalno.of respondents	Percentage
Yes	15	25	40	80%
No	10	00	10	20%

With respect to authenticity 80% respondents are agree in private or public sector or said 'Yes' where as 20% respondents are disagree in it. Whether, it is private or public employees. All the employees feel that there should be free flow of communication without any distortion.

5. **Proaction:** Proaction means taking the initiative, preplanning and taking preventive action, and calculating the payoffs of an alternative course before taking action.

Table 7

Response	Private	Public	Total no. o respondents	Percentage
Yes	25	10	35	70%
No	00	15	15	30%

6. **Autonomy:** Autonomy is using and giving freedom to plan and act in one's own sphere. It means respecting and encouraging individual and role autonomy.

Table 8

Response	Private	Public	Total no.of respondent	Percentage
Yes	10	20	30	60%
No	15	5	20	40%

7. **Collaboration:** It means working together (individuals and groups) to solve problems and team spirit.

Table 9

Respon	Privat	Publi e	Total no. o respondent	Percentag
Yes	24	24	48	96%
No	1	1	2	04%

8. **Experimentation :** Experimenting means using and encouraging innovative approaches to solve problems; using feedback for improving, taking a fresh look a things, and encouraging creativity.

Table 10

Response	Private	Public	Total no. of respondent	Percentage
Yes	20	8	28	56%
No	5	17	22	44%

**Conclusion:** The present study attempts to cover the culture of the organisations under study. The analysis shows that the employees perceive almost the same pattern in which the various values exist in the organisations. The main implication of this research on organisational culture suggest that there is a scope for further improvement in the sample study organisations which would improve their work life by overcoming the monotony.

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