A Study Of Organizational Culture Of Educational Institutes In Dadra And Nagar Haveli: A Study Of OCTAPACE-Profile

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Abstract : In the current context, the complexity and multi-faceted nature of Organizational Culture is evident. Culture, being intangible and vague, undergoes changes over time. Various organizational structures and systems manifest different cultural traits. Essentially, organizational culture constitutes a collective system of shared convictions held by its members. The current investigation seeks to conduct a survey on the perception level of different components of OCTAPACE culture among teaching professionals of educational institutions in Dadra and Nagar Haveli Region. A total of 100 teaching professionals were chosen for participation, and they responded to a questionnaire regarding the prevalent culture in their respective organizations. Data analysis involved the application of Chi-square and Anova techniques. The study's results indicate a significant impact of Autonomy and Proactive component of OCTAPACE culture on employee.

IndexTerms - **OCTAPACE, Organizational Culture, Autonomy, Proactive**

INTRODUCTION
Organizational Culture

The influence of culture significantly affects an organization's capacity to implement its strategy and attain its goals. Deliberately nurturing culture and the working environment leads to substantial enhancements in an organization's execution capabilities and often results in improved workplace conditions. It serves as a pivotal cornerstone that shapes both the operational aspects of an organization (established through goals, plans, measurements, and rewards) and the utilization of its infrastructure (systems, processes, and structures). The organizational culture mirrors the comprehensive values, beliefs, and norms that define the organization. This concept holds immense significance since these elements are established, upheld, or transformed by individuals. It possesses intricacy and multiple dimensions, representing a collection of shared fundamental assumptions that groups acquire to tackle external adaptation and internal integration challenges. The organizational culture exercises influence over the behaviors of its members, yielding crucial implications as it directly or indirectly affects employee performance and satisfaction. It can be perceived as a catalyst for augmenting organizational effectiveness and growth.

OCTAPACE:

Incorporated within organizational culture are dimensions such as ethics, values, beliefs, attitudes, norms, ethos, climate, environment, and overall cultural identity. The OCTAPACE framework, introduced by Pareek in 2007, operates on a 4-point scale. This framework comprises a comprehensive set of 40 distinct assessment tools, which have gained widespread adoption and encompass eight essential facets of analysis. The acronym OCTAPACE itself signifies the fusion of "OCTA," symbolizing eight, and "PACE," representing steps. These eight steps collectively lay the foundation for shaping the organizational culture. It's important to recognize that every organizational culture stands apart from others, embodying its unique characteristics. An organizational culture aligned with the principles of OCTAPACE is more likely to foster elevated levels of engagement, satisfaction, teamwork, growth, uninhibited communication, and productive leadership collaboration within the organization.

Openness - The concept of openness entails granting employees the freedom to voice their ideas and encouraging the organization to embrace risk-taking and the exploration of novel concepts and methods.

Confrontation - Confrontation involves employees working collaboratively to address existing challenges by seeking solutions that effectively resolve the issues at hand.

Trust - Trust is manifested through employee involvement, harmonious interactions, and the cultivation of a supportive atmosphere.

Authenticity - Authenticity encompasses elements like reality-based insights, positive perceptions, active employee engagement, harmonious interactions, and the nurturing of a supportive milieu.

Pro-Action - Pro-Action entails proactive planning or taking advance measures to effectively tackle anticipated difficulties, thus positioning the organization to competently address future challenges.

Autonomy - Autonomy signifies the liberty and willingness to exercise authority without trepidation, while also empowering others to do the same.

Collaboration - Collaboration relies on factors such as the availability of resources, employee competence, a focused strategy, and a shared commitment, all contributing to effective teamwork.

Experimentation - Experimentation underscores the significance of innovation and the exploration of novel approaches when grappling with organizational challenges.

These eight dimensions of OCTAPACE hold a significant potential for fostering heightened levels of engagement, satisfaction, teamwork, growth, and unfettered communication within an organization when they are firmly established. Therefore, assessing the strength of these dimensions within the organization becomes crucial. By gauging their current levels, any areas that require improvement can be identified and addressed to enhance their overall strength. This proactive approach ensures that these dimensions are effectively nurtured and reinforced to create a thriving organizational environment.

Literature Review:

ManiamKaliannan & Kala Perumal (2016),found that work-life balance significantly enhances doctors' job satisfaction. To achieve this improved work-life balance and subsequently elevate job satisfaction, both relevant governmental bodies and private organizations must develop more employee-centric HR policies. These policies should cater to the needs of hospital employees, ensuring they can maintain high levels of productivity and performance while still addressing work-life balance concerns.

Rekha Khosla(2016),The distinctive high-performance culture inherent to an organization plays a pivotal role in securing a competitive edge. The organizational culture, alongside a robust ethos, serves as a driving force in attaining a competitive advantage. This is due to the unique way in which it infuses value into the organization's offerings, rendering it not only rare but also challenging to replace or replicate. Competitors are unable to swiftly emulate or reverse-engineer the company's culture, thus providing a distinct advantage. This organizational culture also gives rise to the development of the organization's capabilities.

Umar Mufeed (2019) conducted a study with the central aim of examining the connection between transformational leadership and OCTAPACE Culture. Furthermore, the study aimed to delve into the influence of transformational leadership on OCTAPACE Culture. Additionally, the research sought to analyze the perceptions of academic staff concerning these elements, considering their demographic characteristics, particularly their job designation.

Dr. Sourabh Jain, and Dr. Sheetal Kaur Ahuja(2020), explained in their study 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 of the organization to accomplish organizational goal. A result of the study indicates the significant impact of OCTAPACEculture on employee's performance, effectiveness and employee satisfaction. They have mentioned that elements of OCTAPACE culture create a positive environment in the organization.

Anuradha TS and HN Ramesh (2021) mentioned that,Enforcing strict rules and norms onto employees within organizations can have detrimental effects. Such an approach might diminish job satisfaction and dampen enthusiasm for work. Employee contentment thrives when they can express their creativity and receive suitable recognition. It's crucial to empower employees with sufficient responsibility and authority, allowing them to tap into their full potential. This approach not only fosters satisfaction but also paves the way for elevated performance levels.

Aanchal et al, (2021) studied that Examining an organization's culture holds crucial significance as it enables the organization to shape fundamental policies, strategies, and objectives. Hence, aligning the cultural elements between individuals and the organization becomes paramount. This alignment facilitates the organization in defining its identity and guides the path for necessary enhancements or adjustments. A stronger cultural congruence yields two pivotal advantages: improved management performance and heightened organizational productivity.

RESEARCH METHODOLOGY:
Objectives:

1. To study the level of OCTAPACE culture in Educational Institutes of DNH region.
2. To study the weighted means of different components of OCTAPACE
3. To find out the difference in the level of perception on most weighted component among teaching professionals with reference to their Gender, marital status and type of Institute.

Source of Data:

Primary Data

This research study is mainly based on the primary data which are collected through well structured questionnaire. To collect primary data a survey has conducted in educational institute of DNH region and 100teaching professionals were selected as a respondent for the study.

Secondary Data

Secondary Data are those data which have already been collected by other researcher for their different purposes. In this research some secondary data were collected from various e-journals, e-magazines, websites etc.

Sampling Design

In this study, Convenience sampling method is used to collect data from teaching professionals of different educational institute of DNH region. Convenience sampling is a non-probability sampling method where respondents are selected for the reason of their convenient accessibility and proximity to the researcher.

Sampling Size

In this Study data were collected from 100 teaching professionals of different educational institute of DNH region.

Data Analysis Techniques

The statistical software (SPSS) has been used by the researcher for the purpose of data analysis. The study includes Means, descriptive Statistic analysis, percentage analysis was employed to derive and summarize the data.

Hypothesis Testing

The following Null Hypotheses are framed and tested to identify the significant relationship between different factors.

1. There is no significant relationship between Perception level of autonomy level and their Gender.
2. There is no significant relationship between Perception level of autonomy level and their married status.
3. There is no significant relationship between Perception level of autonomy level and their type of institution.

Data Analysis and Result:

Descriptive Analysis:

The descriptive statistics of OCTAPACE on the population

Table 1

	Mean	N	Std. Deviation	Ranking
OCTAPACE	**3.614**			
Openness	3.612500	100	0.80	4
Confrontation	3.463333	100	0.84	7
Trust	3.520000	100	0.79	6
Authenticity	3.535000	100	0.77	5
Proactive	3.756667	100	0.75	1
Autonomy	3.756667	100	0.75	1
Collaboration	3.725000	100	0.82	3
Experimentation	3.750000	100	0.85	2

The mean value of total OCTAPACE is 3.614, implying that employees face more then moderate influence of organizational culture. The highest mean value of "Proactive and Autonomy" is 3.756, implying that employees are subject to this dimension the most. The highest standard deviation value of "Experimentation" is 0.85, indicating that some groups experience ethos of Experimentation more than others

Hypothesis Testing:

1. There is no significant relationship between Perception level of autonomy level and their Gender.

Table 2

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.365[a]	13	.349
Likelihood Ratio	17.740	13	.168
Linear-by-Linear Association	1.495	1	.221
N of Valid Cases	100		

Interpretation:

A chi-square of 0.05 is a conventionally accepted threshold of statistical significance; values less than 0.05 are commonly referred to as "statistically significant." As Pearson Chi-Square is 0.34 which is greater than 0.05 so there is no statistically significant relationship between level of Perception level of autonomy level and their Gender.

2. There is no significant relationship between Perception level of autonomy level and their married status.

Table 3

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	56.104^a	39	.037
Likelihood Ratio	38.945	39	.472
Linear-by-Linear Association	.020	1	.888
N of Valid Cases	100		

Interpretation:
As Pearson Chi-Square is 0.03 which is less than 0.05 so there is statistically significant relationship between Perception of autonomy level and their married status.

3. There is no significant relationship between Perception level of autonomy level and their type of organisation.

Table 4

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.146^a	13	.193
Likelihood Ratio	17.652	13	.171
Linear-by-Linear Association	2.271	1	.132
N of Valid Cases	100		

Interpretation:
As Pearson Chi-Square is 0.19 which is greater than 0.05 so there is no statistically significant relationship between Perception level of autonomy level and their type of institution ie Public or Private.

4. There is no significant relationship between the perception of employees on the level of autonomy level and their gender.

One-Way Anova

Table 5

ANOVA					
Gender					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.542	4	.135	.642	.634
Within Groups	20.048	95	.211		
Total	20.590	99			

Interpretations:
P value(sig value) is greater than 0.05 in the Anova table , so we accept the null hypothesis and
conclude that there is no significant relationship between the perception of employees on the level of autonomy level and their gender.

Finding and Conclusion:
A statistically significant correlation was observed between Perception of autonomy level and the marital status of teaching professionals. While no significant relationship between the perception of employees on the level of autonomy level and their gender and type of institution ie Public or Private. Furthermore, a noteworthy distinction emerged between the components of OCTAPACE where in it was found that employees were subject to proactive and autonomy dimension the most and the highest

standard deviation value of "Experimentation" is 0.85, was revealed which indicates that some groups experience ethos of Experimentation more than others components of OCTAPACE.

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