

A Study of Organizational Culture of BSAPL (Bapu's Shipping Agency Private Limited) using Octapace Profile

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Abstract

A sound Organizational Culture is needed in any organization for its survival and growth. This paper is intended to measure the organizational culture of BSAPL, Gandhidham, Kachchh with the help of OCTAPACE profile. Developed by Dr. UdaiPareek in 1889, OCTAPACE profile is believed to be the most widely used instrument to measure the Organizational Culture across eight major dimensions (Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation) which are as important as the pillar stone of any organization. The aim of the study is to measure the Organizational Culture of BSAPL and to compare the adaption of the dimensions of OCTAPACE with regard to male and female staff, staff members across various age groups and across various income groups. Primary data is collected through Google forms from 47 respondents using convenient sampling method. Demographic profile details like gender, age and income is also collected from the respondents. Secondary data is collected through internet and staff of BSAPL. Collected data is analyzed in MS Excel using mean score values. The mean values of the collected data is then compared with the standard tentative high and low score values of the OCTAPACE profile. The result of the comparison of the actual mean score and the standard tentative norms leads to the rejection of all four formulated null hypothesis. It is observed that BSAPL is found scoring overall moderate rates with regard to OCTAPACE culture. The paper bears the limitation of collecting the data from one organization's selected employees only and the data being measured using mean score values only. Key words: Organizational Culture and OCTAPACE Profile.

Introduction

Globalization bears an impact on all of our lives. As any coin has got two sides, its impact is also positive and negative on our life. Its positive impact can be seen in terms of growth of organizations, expansion of business horizons, broader scope of markets and so on. Whereas due to globalization there are a number of firms which are striving to survive in the cut-throat global competition.

For the stability of organizations, a strong organizational culture plays a very significant role and to build a strong and sound organizational culture, organization's staff becomes a key factor.

Organizational Culture

Edgar Schein defines organizational culture as "a system of shared meaning held by members that distinguishes the organization from other organizations."

Edgar Schein's role in understanding the culture is a dominant one. According to him culture of any organization lies on three basic things- Shared Assumptions are believed to be at the core of organization which gives sense to a particular matter. They are generally subconsciously developed and remain unnoticed often.

Values are the strategies which are deliberately framed by the firm and the ones which are known publicly. Artifacts are something which are very often visible to everyone in and out of the organization. Office ambience, outlook, layout etc. becomes the organization's artifacts.

Creating and sustaining an organizational culture is not an overnight and simple task. Founders of an organization play a key role in creating an organizational culture. Then comes the employees whose thinking should go aligned with the founders' and if not so then the way employees think and feel can be indoctrinated as well. For getting the employees aligned, founders' own behavior and personality also becomes a matter of great significance.

BSAPL is a part of Bapu's group of Companies, the leading name since 1997 carrying out diversified activities like sea transportation, ship chandelling, acquisition of land, engineering and construction, distribution of lube oil, minerals and mines and renewable energy. BSAPL's operational hub is in Gandhidham, Kachchh. It carries an ISO 9001:2008 certification with its functioning offices in as many as 24 ports across the country. The promoters of the company believe in delivering success with values.

Octapace Profile

Dr. Udai Pareek has developed an instrument in 1889 to study the organizational culture which is termed as OCTAPACE Profile. The instrument consists of 40 item questionnaire which helps in measuring eight dimensions of the organization namely, Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation.



A Brief about Each of the Eight Dimensions

Openness helps in measuring the freedom of expression given by the organization to its employees. The organizations which value this dimension will be transparent in their dealings.

Confrontation helps in measuring how bold problems are faced by the organization. Organizations which value this dimension will be often seen facing the problems boldly rather than shying away from them.

Trust helps in measuring how information is shared confidentially by the company. The organizations which value of this dimension need less monitoring and observing.

Authenticity helps in measuring compatibility between what one feels, says and does in the organization. The organizations which value this dimension will find less distortion of information and thus more follow-up actions are not required.

Autonomy helps in measuring how far organization is willing to give freedom to its employees with regard to their work area and how well employees are using the freedom given to them. The organizations which value this dimension will always find its employees willingly ready to take up the responsibility.

Collaboration helps in measuring how much people are ready to work with each other as members of a team.

The organizations which value this dimension will notice a good team spirit among its employees.

Experimentation helps in measuring how far organization is ready to accept new ways of problem solving, decision making and doing routine things. Organizations which value this dimension will encourage its employees to come up with new ideas and thoughts to put into practice.

Review of Related Literature

Dr. Sonal Saxena (2008) undertook her research on 30 employees of IT sector. The results revealed Openness dimension was found to be highly rated in Infosys. Confrontation and Experimentation rated high in Wipro. Remaining three organizations under study were noted doing well with all the dimensions of OCTAPACE. The study concluded with the remark stating significant differences among all the organizations under study.

Rakesh Kumar Agrawal and Archana Tyagi (2010) conducted research on four varied sectors, namely, manufacturing, IT, service and consulting. The data collected from 16 different organizations across these four sectors revealed that organizational culture differs significantly across all sectors. Dimensions of Authenticity and Autonomy were high rated in consulting sector. IT sector was marked high on the dimension of Openness and Confrontation, whereas collaboration was seen high in manufacturing sector.

Dr. Jupudi Prakash (2016) conducted research on employees of Visakhapatnam Port Trust. The study gave the remark that the culture's perception is seen well among employees of executive level than the employees of supervisory level. It was also noted that all the eight dimensions of OCTAPACE are positively and significantly correlated with each other.

Saraswati Jain (2017) conducted the qualitative research to study the dimensions of OCTAPACE and to see the level of its perception on organizations and its employees. The research ended with a remark that organizational culture holds a great impact on organizations as well as its staff. The researcher also remarked that achieving organizational goals won't be possible without developing a sound culture.

Anupama Verma (2020) undertook research on 59 units of automobile firms of Ranchi. The research revealed

flexibility about adapting OCTAPACE values among the automobile units. The results reflected more than half of the automobile employees are contended with the values of their respective organizations.

Dr. Sourabh Jain and Dr. SheetalKaurAhuja(2020) investigated institutes of higher learning in M.P. The observational comments of the researches were that a sound organizational culture is needed for achieving the organizational goals. Such a sound organizational culture rests on 8 dimensions of OCTAPACE.

Research Methodology

Objective of Study

- To study organizational culture of BSAPL using OCTAPACE profile.
- To compare adaption to dimensions of OCTAPACE among male and female employees of BSAPL.
- To compare adaption to dimensions of OCTAPACE among the employees of BSAPL across various age groups
- To compare adaption to dimensions of OCTAPACE among the employees of BSAPL across various income groups.

Hypothesis of Study

- H1 There is no difference in the dimensions of OCTAPACE in BSAPL as compared to standard norms.
- H'1 There is difference in the dimensions of OCTAPACE in BSAPL as compared to the standard norms.
- H2 There is no difference in adaption to dimensions of OCTAPACE among male and female employees of BSAPL.
- H'2 There is difference in adaption to dimensions of OCTAPACE among male and female employees of BSAPL.
- H3 There is no difference in adaption to dimensions of OCTAPACE among the employees of BSAPL across various age groups.
- H'3 There is difference in adaption to dimensions of OCTAPACE among the employees of BSAPL across various age groups.

- H4 There is no difference in adaption to dimensions of OCTAPACE among the employees of BSAPL across various income groups.
- H'4 There is difference in adaption to dimensions of OCTAPACE among the employees of BSAPL across various income groups

Data Collection

- **Primary data** for the purpose of study was collected using standardized instrument called OCTAPACE profile coined by Dr. UdaiPareek.
- **Secondary data** for the purpose of study was collected with the help of internet and the staff of the unit under study.
- **Sample Size:** Responses were intended to be collected from 50 respondents of BSAPL, Gandhidham, Kachchh but 47 responses were received on time.
- **Sampling Technique:** Convenience sampling technique under non probability type of sampling is used to collect the data for the purpose of study on hand.
- **Tool of study:** Standardized instrument coined by DrUdaiPareek is used to collect the data for the purpose of study on hand. The instrument is bifurcated into two parts consisting of 40 items in total. 24 items to measure the organizational value are included in first part and the second part deals with 16 items measuring the organizational beliefs. Respondents are supposed to rate the responses on a 4-point rating scale.

Data Analysis

Data for the purpose of study is collected through Google forms. To measure the perception of the employees of BSAPL, a 4 point scale is used as follow:

Table 4.1 Table Showing Analysis of Marking Scheme

Marking scheme	Highly valued	Fairly valued	Fairly low valued	Very low valued
Rates for positive statements	4	3	2	1

Rates for negative statements	1	2	3	4
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The standardized questionnaire contains positive as well as the negative statements, the rates 4,3,2 and 1 are used for positive statements and the rates 1,2,3 and 4 are used for the negative statements. Each dimension of OCTAPACE carries 5 statements as shown under. The items with an asterisk mark denote negative statements.

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

The collected data is analyzed using Mean Score with the help of MS Excel. The Mean values of the collected data are then compared with the standard tentative norms given to OCTAPACE profile.

Table 4.2 Showing Standard Tentative and Actual Mean score of OCTAPACE Profile

Dimensions	High	Low	Actual
Openness	17	13	14.72
Confrontation	17	13	14.51
Trust	17	13	14.57
Authenticity	14	10	14.36
Proaction	17	13	16.62
Autonomy	16	11	11.26
Collaboration	17	13	14.40
Experimentation	16	11	14.90

Graphical presentation of High, Low and Actual Mean score of OCTAPACE profile

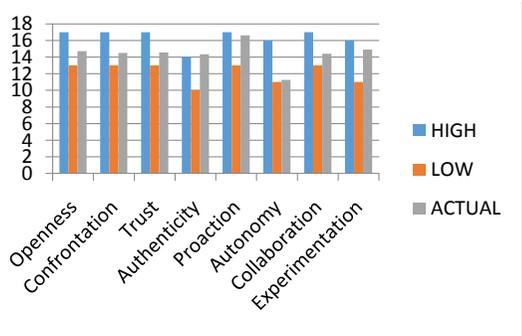


Table 4.3 Showing Comparison of Actual Mean score of OCTAPACE Profile between Both the Genders

Dimensions	Male	Female
Openness	14.10	16.20
Confrontation	14.40	14.90
Trust	14.60	14.60
Authenticity	14.60	13.80
Proaction	16.00	18.30
Autonomy	12.00	9.38
Collaboration	14.60	13.80
Experimentation	15.00	14.60

Graphical presentation of Actual Mean score of OCTAPACE profile between both the Genders

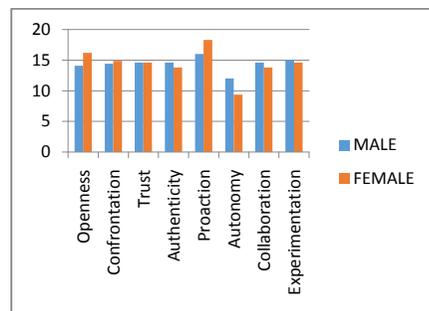


Table 4.4 Showing Comparison of Actual Mean score of OCTAPACE Profile between Various Age Group

DIMENSIONS	20 to 30 years	30 to 40 years	40 to 50 years	Above 50 years
Openness	15.59	13.75	12.75	16.40
Confrontation	14.95	14.17	13.63	14.80

Trust	14.55	14.92	14.13	14.60
Authenticity	14.45	14.42	14.75	13.20
Proaction	16.86	16.33	15.75	17.60
Autonomy	10.64	11.83	12.25	11.00
Collaboration	14.59	14.58	13.38	14.80
Experimentation	15.23	14.33	14.75	15.00

Graphical presentation of Actual Mean score of OCTAPACE profile between Various Age Group

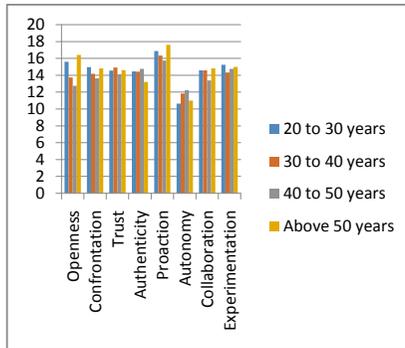
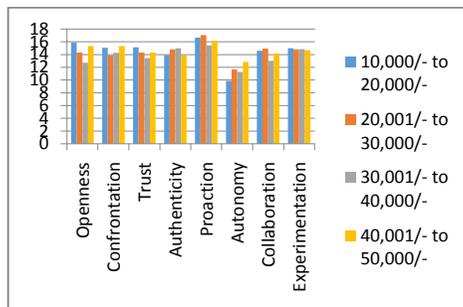


Table 4.4 Showing Comparison of Actual Mean score of OCTAPACE profile between Various Income Group

DIMENSIONS	10,000/- to 20,000/-	20,001/- to 30,000/-	30,001/- to 40,000/-	40,001/- to 50,000/-	Above 50000/-
Openness	15.87	14.31	12.71	15.33	14.67
Confrontation	15.07	13.88	14.29	15.33	14.00
Trust	15.13	14.31	13.43	14.33	16.33
Authenticity	13.93	14.81	15.00	13.83	13.67
Proaction	16.67	17.06	15.43	16.17	17.67
Autonomy	9.87	11.69	11.29	12.83	12.67
Collaboration	14.60	14.94	13.00	14.17	14.33
Experimentation	15.00	14.81	14.85	14.67	15.33

Graphical presentation of Actual Mean score of OCTAPACE profile between Various Income Group



Observations and Conclusion

- The adaption of different dimensions of OCTAPACE is seen at moderate level in BSAPL. The mean score of Openness dimension is noted at 14.72 as against 17 and 13, the high and low standard score respectively. The mean score of Confrontation dimension is noted at 14.51 as against 17 and 13, the high and low standard score respectively. The mean score of Trust dimension is noted at 14.57 as against 17 and 13, the high and low standard score respectively. The mean score of Authenticity dimension is noted at 14.36 as against 14 and 10, the high and low standard score respectively. The mean score of Proaction dimension is noted at 16.62 as against 17 and 13, the high and low standard score respectively. The mean score of Autonomy dimension is noted at 11.26 as against 16 and 11, the high and low standard score respectively. The mean score of Collaboration dimension is noted at 14.40 as against 17 and 13, the high and low standard score respectively. The mean score of Experimentation dimension is noted at 14.90 as against 16 and 11, the high and low standard score respectively.

Thus the null hypothesis H⁰ 1 is rejected and alternative hypothesis H¹ stating there is difference in the dimensions of OCTAPACE in BSAPL as compared to the standard norms is accepted.

- Females tends more adaptive for dimensions of Openness, Confrontation and Proaction with mean scores of 16.25, 14.90 and 18.30 respectively as compared to males with mean scores of 14.10, 14.40 and 16.00 respectively. Trust is equally measure at 14.60 among both the genders. Males are rated high with mean scores of 14.60, 12.00, 14.60 and 15.00 for Authenticity, Autonomy, Collaboration and Experimentation respectively as compared to females with mean scores of 13.80, 9.38, 13.80 and 14.60 respectively.

Thus null hypothesis H⁰ 2 is rejected and alternative hypothesis H⁰ 2 stating there is difference in adaption to dimensions of OCTAPACE among male and female employees of BSAPL is accepted.

- Openness is measured high (16.40) and low (12.75) in age groups of above 50 years and 40 to 50 years

respectively. Confrontation is measured high (14.95) and low (13.63) in the age groups of 20 to 30 years and 40 to 50 years respectively. Trust is measured high (14.92) and low (14.13) in the age groups of 30 to 40 and 40 to 50 respectively. Authenticity is measured high (14.75) and low (13.20) in the age groups of 40 to 50 years and above 50 years respectively. Proaction is rated high (17.60) and low (15.75) in the age group of above 50 years and 40 to 50 years respectively. Autonomy is rated high (12.25) and low (10.64) in the age groups of 40 to 50 years and 20 to 30 years respectively. Collaboration is rated high (14.80) and low (13.38) in the age groups of above 50 years and 40 to 50 years respectively. Experimentation is rated high (15.23) and low (14.33) in the age groups of 20 to 30 years and 30 to 40 years respectively.

Thus, null hypothesis H3 is rejected and alternative hypothesis H3 stating there is difference in adaption to dimensions of OCTAPACE among the employees of BSAPL across various age groups is accepted.

- Openness is measured high (15.87) and low (12.71) in income group of 10,000 to 20,000 and 30,001 to 40,000 respectively. Confrontation is measured high (15.33) and low (13.88) in the income group of 40,001 to 50,000 and 20,001 to 30,000 respectively. Trust is measured high (16.33) and low (13.43) in the income groups of above 50,000 and 30,001 to 40,000 respectively. Authenticity is measured high (15.00) and low (13.67) in the income groups of 30,001 to 40,000 and above 50,000 respectively. Proaction is rated high (17.06) and low (16.17) in the income groups of 20,001 to 30,000 and 40,001 to 50,000 respectively. Autonomy is rated high (12.83) and low (9.87) in the income groups of 40,001 to 50,000 and 10,000 to 20,000 respectively. Collaboration is rated high (14.94) and low (13.00) in the income groups of 20,001 to 30,000 and 30,001 to 40,000 respectively. Experimentation is rated high (15.33) and low (14.67) in the income groups of above 50,000 and 40,001 to 50,000 respectively.

Thus null hypothesis H4 is rejected and alternative hypothesis H4 stating there is difference in adaption

to dimensions of OCTAPACE among the employees of BSAPL across various income groups is accepted.

Recommendations

The management of BSAPL should give more Autonomy to its employees with regard to their own work areas. This will help both management and the employees to give and take responsibilities willingly. Both males and females should be treated at par for better functioning of the organizational culture.

Limitations

- The study is restricted to only one shipping unit, BSAPL.
- Collected data is confined to only selected respondents of the unit under study.
- Collected data is analyzed using the mean score only.

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