OCTAPACE Culture Profile in Universities of Delhi- NCR: A Comparative Study between Prevailing and Desired Level of OCTAPACE

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Abstract: **Past research studies has already revealed the importance of high level of OCTAPACE culture and has represented it as an extremely important factor to achieve organizational goal.Hence this study aims to find out the prevailing and desired level of OCTAPACE culture which is still embedded in the context of North Indian universities. Today's universities are the caretakers of the business world of tomorrow, it produces future talents. So it is very important to understand their culture. Hence this research is conducted to know the prevailing and desired level of OCTAPACE culture in the private universities of Delhi NCR. And to fulfil this aim primary and secondary data collected through various sources are used**

Keywords: **Culture, OCTAPACE Culture, Higher Education.**

I.   INTRODUCTION

Organization's culture is the values, traditions, rituals and beliefs of the organization, which gives uniqueness to the organization, and separates one organization from others. "It is shared values and beliefs that underlie a company's identity." Kreitner.R and kinicki.A(2008). Every organization has its own culture which affects its internal as well as external resources. "Organizational culture is the DNA of the organization, which consists the values and assumptions shared within an organization". Mc Shane, Glinow and Sharma (2011). Organizational culture gives an identity to the organization and to its employees by creating image for the organization and helps the newly join employees to understand the way and style of the work of 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 behaviour 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 understanding of organizational culture may create problems in decision making. Problem in Acquisition of Flakt by ABB in 1987 occur due to ignorance of organizational cultural only, because Flakt was having laid back culture where as ABB's culture was more dynamic hence during the acquisition these two had cultural clash .So it is important to study organization's culture before making any decision. Kotter and Heskett's study[1] has also revealed many points for the importance of managing organizational culture. They have represented that the company who manages their culture their revenue will increase 682% whereas 166% for the company that did not manage their culture. So it is important to manage organizational culture and for managing it effectively it is important to understand existing and desired culture in the organization. So this study aims to know the culture of the private universities (higher education) of Delhi NCR. As the universities create the future of the country by producing future talent and help the country in overall development of the nation. Not all universities automatically possess a strong and highly effective culture. Only by knowing their existing level of culture it can be improved and can be managed well through working on lacking area. 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".

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[1]John P. Kotter& James L. Heskett, Corporate Culture & Performance (Free Press 1992), p. 11.Kotter and Heskett's:- study on 207 large U.S. companies in 22 different industries over an eleven-year period on Corporate Culture and Performance.

II. OCTAPACE CULTURE

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 These eight dimension of OCTAPACE are:-

1. **OPENNESS**: -Openness shows the freedom of the employees to represent their internal feelings without any fear or hesitation. It is giving feedbacks or suggestions freely. Ajuba[2] is the best example of high level of openness because it openly shares and explains to its candidate pluses and minuses of joining the company, and this is the only reason that in very short term with 1700 employees Ajuba is in the top 10 employee friendly companies in India. Robbins, S.P.; Judge, T.A & Vohra .N. (2013)

2. **CONFRONTATION:** - Confront derives from the Latin word con- "with" and front -"front." Means facing rather than shying away from problems. Hence it is putting front or facing the problem rather putting back or escaping from it. It means whatever is the situation handle it with full courage and don't ran away from the situations.

3. **TRUST**: - Trust is maintaining secretes or confidentiality. According to the (Robbins 2004) Trust is Transparency, means telling something to the others which can be verified."

4. **AUTHENTICITY**: -The word "authenticity" has been taken from Greek word "authentic" means original, and the dictionary meaning for it is real or valid or genuine. Hence authenticity can be reflected in accepting owns mistakes and sharing true feelings or keeping true feelings unreserved.

5. **PROACTION**:-Means Preplanning or Acting in advance to deal with an expected difficulty so that the organization is ready to meet future challenges.

6. **AUTONOMY**: -Autonomy is freedom, this word has been derived from Greek word "Auto – Nomos" means law, hence autonomy is following own law. Which gives freedom to follow own governance. And freedom to take decision independently. "People become more creative when given freedom to control their own behavior". Greenberg (2011).

7. **COLLABORATION: -**means working together (individuals and groups) to solve problems or to get the desired goal.

8. **EXPERIMENTING: -**is trying the new idea or new way to solve the problem. It is the importance given to new style of working, and encouraging creativeness in the organization. Amazon has become a profitable multibillion dollar business. And the man behind company's success Jeff Bezos [3] admits that the secret behind their company's success is his willingness to innovate. Greenberg, (2011 p -514).

These are the eight dimensions of OCTAPACE which has greater chance of achieving high involvement and satisfaction, team work, growth and free flow of communication within the organization, if these dimensions are strong in the organization. Hence it is important to know their existing level in the organization so that if laid back in something that can be improved to make these strong.

III. METHODOLOGY

Participants:

(a) Organization/Company:

4 different universities (A university from Noida, B University from Greater Noida, C University from Gurgaon and D University from Sohna) are selected from the established private higher education sector in Delhi-NCR. Key contact employees of the academic and admin staffwere interviewed to gather the detail and relevant information about the culture of that organization and to gain an insight into level of OCTAPACE in sample universities.

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[2]Ajuba: - is a premier healthcare Business Process Outsourcing company. Its clientele are hospitals, physician groups, durable medical equipment companies and academic medical centers. And it's headquartered is in Jackson, Michigan and has five offshore delivery centers, all located in Chennai, India.
[3]Jeff Bezos:-founder and CEO of Amazon.

(b) Employees:

Except B university15 employees from each university (i.e. 45 employees) and from B university: - 10 employees, so in total **55** employees were selected for the study.

Instruments:

The 4-point scale developed by Pareek (2003) is used for the study. And the culture of the universities is judged on 8 dimensions of OCTAPCE. The OCTAPACE profile which is a40 items instrument gives the profile of the organisation's preferences in eight values as well as the level of existing value in the sample universities. These values are openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation.

Higher Education in India

Higher education institution is running in India on a very big platform .The number of higher institution is growing in India rapidly which can be shown on below table:-

Higher Education Institutions Growth in India:

Years	1950-51	1960-61	1970-71	1980-81	1990-91	2000-01	2006 - 07	2011-12	2012-13
No of Universities	30	55	103	133	190	256	387	659	706

Source: - UGC report 'Higher education in India at a glance' - June 2013.

Years	1950-51	1960-61	1970-71	1980-81	1990-91	2000-01	2006 -07	2011-12
No of colleges	695	1542	3604	4722	7346	12806	31564	35539

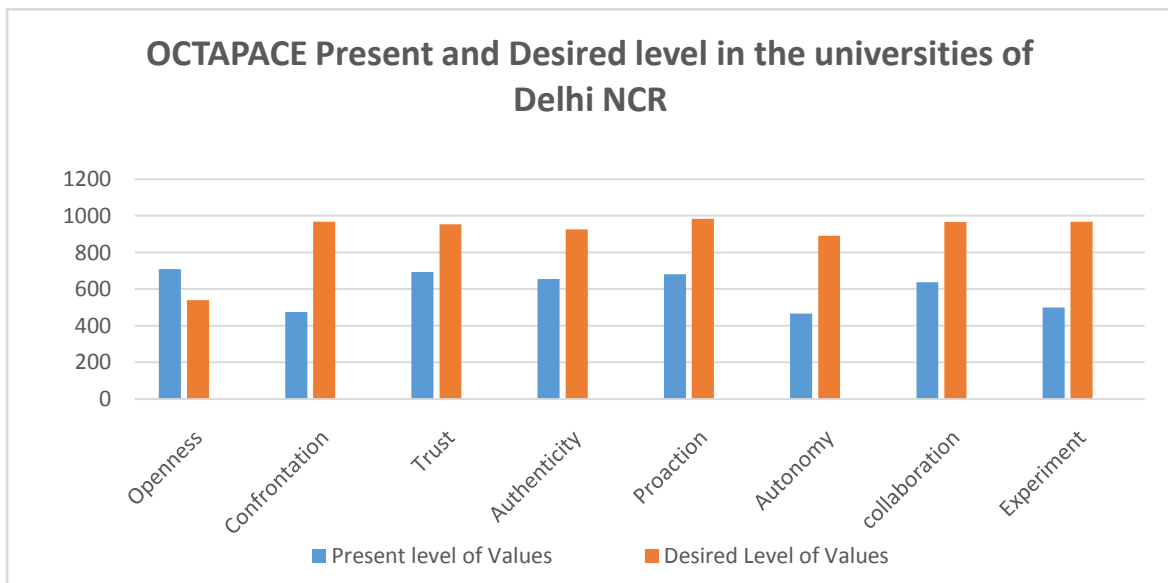*Source: - UGC report 'Higher education in India at a glance' - June 2013.*

Culture plays essential role in the development of any organization. Nowadays due to globalization in education sector many foreign universities are coming to India and giving challenges to Indian universities, to compete in this situation the universities need to improve their strategies and should focus on improving their organizational culture also. As the past researches has already proven the positive relationship between OCTAPACE culture and organizational development, hence to meet global challenges and become successful and sound organization higher education institutions also need to make their culture strong and maintain it at good desired level.

The Prevailing and desired level of OCTAPACE Culture in Delhi-NCR Universities:

OCTAPCE eight values are judged on 4 point scale given by Udai Pareek. Each Values has 5 Question i.e. (5 x 8) 40 Questions for all the eight values to judge. The scale is 4 point scale hence the maximum a respondent can give 4 point to each question and for each value (4x5) 20 points maximum. And minimum for a question the respondent can mark 1 point for each i.e. (1x5) 5 points for each value. Selected respondent for the study are 55 in this paper hence the maximum point for each value will be (20X 55) 1100 and minimum will be (5 X 55) 275. Because there is no clear parameter given for this scale to decide high and low levels of OCTAPACE values, so the below scale has been developed on the basis of maximum and minimum values for achieving the aim of the paper.

825 and above	=	Highly valued.
824------- 550	=	Fairly High value.
549-------274	=	fairly low value.
274 and below	=	low value.

OCTAPACE Values	Present OCTAPACE level in Delhi NCR Universities Total point of the respondent given on 1-4 point scale for all 40 questions (5 question for each value) by 55 respondent	Desired OCTAPACE level for the Delhi NRC Universities by their Employees Total point of the respondent given on 1-4 point scale for all 40 questions (5 question for each eight values) by 55 respondent
Openness	710/1100	539/1100
Confrontation	475/1100	967/1100
Trust	694/1100	954/1100
Authenticity	655/1100	926/1100
Proaction	682/1100	984/1100
Autonomy	467/1100	891/1100
Collaboration	638/1100	966/1100
Experiment	499/1100	968/1100
Total	4820/8800	7195/8800

OCTAPACE Present and Desired level in the universities of Delhi NCR

OCTAPACE Values	Present Level of Values In the Universities of Delhi- NCR	Desired Level of Values in Delhi- NCR Universities
Openness	Fairly High	Fairly Low
Confrontation	Fairly Low	High
Trust	Fairly High	High
Authenticity	Fairly High	High
Proaction	Fairly High	High
Autonomy	Fairly High	High
Collaboration	Fairly Low	High
Experiment	Fairly High	High

Research Findings:-

1. Openness is fairly high in sample universities which is not desired at that level. Employees do not prefer too much openness; it should be at fairly low level.
2. Confrontation is fairly low which is desired to be at higher level in sample universities, hence employees shall be encouraged to develop a confrontation culture within the sample universities.
3. Trust is fairly high but it is desired higher then prevailing level in sample universities.
4. Authenticity should also be little extra then the prevailing level which is fairly high and desired to be at more high level.
5. Proaction is only fairly high but the desired level is more higher, hence the sample universities should increase their appeal in proaction and try to think and plan in advance to face future challenges.
6. Autonomy is fairly high and required little extra to touch the level of high (desired by universities employees). And to increase its level freedom should be given more to the employees, so that they can freely discuss their problems with their respective department heads, can take decision whenever required and can work like a SDWT[4]as a when required.
7. Collaboration is fairly low which is desired at high level, to improve this team spirit should be encouraged in sample universities.
8. The experiment level in sample universities is fairly high and desired to be at more high level by its employees, hence the management of these universities should welcome experiments and create the atmosphere of experiments in their culture, they should offer reward for the innovative approach in solving problems.

Among all the values openness is found highest and the Autonomy is at the lowest level in sample universities, and the prevailing OCTAPACE culture is given 4820 points out of 8800 whereas the desired level of OCTAPACE culture required 7195 points out of 8800 to become strong culture in the sample universities.

IV. CONCLUSION

A healthy organisational culture stands on eight strong pillars of the "OCTAPACE" which should be maintained in any organization to achieve organizational goal. The desired level of OCTAPACE values (which is always believed to be higher) is not found high for all the values in sample universities. Openness's desired level is found lower than the prevailing level in sample universities. But except openness rest all the OCTAPACE values' are desired to be higher than the prevailing level in sample universities. To increase the level of all these values universities should take some

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[4] SDWT – Self Directed Work Team

important steps to make these values strong in their culture. For example to improve confrontation abilities training should be given to the employees, for increasing the trust level management should trust their employee so that employees develop trust in the university as trust begets trust, and also Informal meetings and discussion shall be held on regularly to let people discuss their problems and generate trust in the sample universities. Management should do what it says and say what it does and should walk their talk to develop the culture of authenticity. Proaction culture should also be improved in sample universities by trying to resolve issues proactively. For improving autonomy the job role should be clearly defined to the employees and they should be given empowerment to take the decisions. The team work and team activity should be promoted to increase the level of collaboration. To promote experiment in sample universities their management should provide reward and recognition for excellent innovation and remove the fear of failure in their employees. The new ways of doing things and the creative approach in problem solving should be encouraged. Because thinking out new things or experimenting will tone up these universities. Hence the sample universities' culture is not very strong and they will have to gear up to make it sound and effective culture to achieve their desired goal.

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