

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

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ABSTRACT- Organisational culture is a facet that impacts every organisation's functioning, different organisation needs different quite culture to be set up. it's defined in terms of shared meaning, patterns of beliefs, rituals, symbols, and myths that evolve over time, service to scale back human variability and control and shape employee behavior in organisation. this research aims to compare private sector and public sector banks in terms of values of employees. The study attempts to understand the impact of OCTAPACE model on banking employees of private and public sector banks in Andhrapradesh. 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.

I. INTRODUCTION

organisational culture is a facet that impacts every organisation's functioning, different organisation needs different quite 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 scale back human variability and control and shape employee behaviour in organisation. The OCTAPACE model may be 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 therefore the respondent is required to check on scale, that what proportion each item is valued in organisation. Part 2 contains sixteen statements on beliefs, and therefore the respondent is required to check that how widely each of them is shared in the organisation. Importance of OCTAPACE Model consistent with Pareek (2003) the Culture-related concepts also can be seen as multilevel concepts. At the core (first level) are the values, which

provides a distinct identity to a group. this is often the basic ethos of the group.

OCTAPACE in Banking Sector.

OCTAPACE model in banking sector is employed 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 within the organisation,
- to review the values of organisation as well as employees in the organisation, and
- To study the working culture within the organisation.

A. Dimensions of OCTAPACE

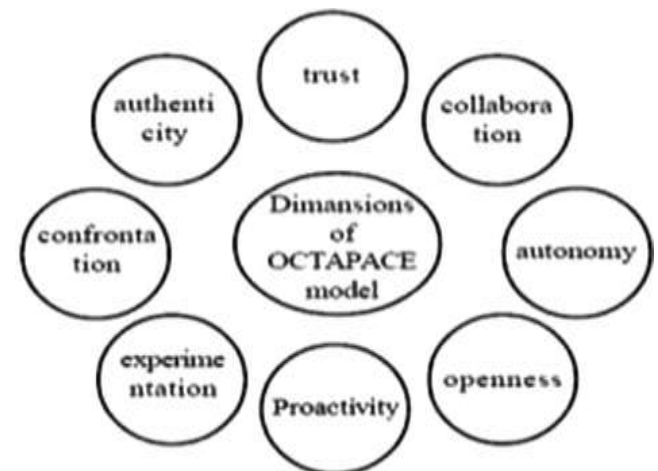


Figure 1: Dimension of octapace.

- Openness: It are often defined as a spontaneous expression of feelings and thoughts, and therefore the sharing of these without defensiveness.
- Confrontation: Confrontation are often defined as facing rather than shying away from problems. It also implies deeper analysis of interpersonal problems.

- Trust: Trust isn't used in the moral sense. it's reflected in maintaining the confidentiality of information shared by others, and in not misusing it.
- Authenticity: Authenticity is that the congruence between what one feels, says and does. it's reflected in owning up one's mistakes, and in unreserved sharing of feelings. Authenticity is closer to openness.
- Proaction: Proaction means taking the initiative, preplanning and taking preventive action, and calculating the payoffs of an alternate course before taking action.
- Autonomy: Autonomy is using and giving freedom to plan and act in one's own sphere. It means respecting and inspiring individual and role autonomy..
- Collaboration: Collaboration is giving help to, and posing for help from, others. It means working together (individuals and groups) to unravel problems and team spirit.
- Experimenting: Experimenting means using and inspiring innovative approaches to solve problems; using feedback for improving, taking a fresh look things, and inspiring creativity.
- Literature Review: Verma (2013) expresses that the workers having different age group, experience and qualification have the identical perception towards general climate. The OCTAPACE vary consistent with the age and experience so the policies need to be customised with respect to it. consistent with Mufeed (2006) the value of experimentation has been discouraging whereas the value of authenticity had been well developed. within 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.

II. OBJECTIVES OF THE STUDY

- To determine the characteristics of various groups of people within an organisation.
- To identify and measure the perceived organisational culture and its various dimensions.
- To study how different groups (executives and non-executives) of an organisation perceive its culture.
- To identify the extent of the OCTAPACE in an organization.
- To assess the utilization of OCTAPACE within an organisation.
- to determine an OCTAPACE culture and maximizes production system effectiveness.

III. RESEARCH DESIGN

this study is to compare private sector or public sector banks in terms of values of employees. it's being made to know the impact of OCTAPACE model on banking employees. The research is especially based on descriptive, qualitative and quantitative research; it's conducted by doing survey with the help of questionnaire and direct interviews. f simple sampling in which each respondent have equal chance of selection. The study includes employees of public sector also as private sector banks of Andrapradesh. For the info collection Andrapradesh was taken as a sampling unit. 50 bank employees were chosen where 25 are of personal sector banks or 25 are of public sector bank. Sources of knowledge Collection: In the present study, primary also as secondary data has been used. Primary data collected through questionnaire. Secondary data from various research papers, books, magazines, articles etc.

Data Analysis

Table 1: Data analysis

Organization Name	Type	No. of employees
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 info of 25 employees of private sector banks and 25 of public sector banks. It shows (see table 1). that the utmost 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 feminine employees. 34 employees were man whereas 16 were woman. sampling technique was used for collect information's (see table 2).

Table 2: Respondent’s gender

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

As shown within the table 2, it's evident that the major section of respondents is male employees. Males are 68% and feminine 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 this study is carried out on these factors of model.

- **Openness:** Openness describes how the workers are taking steps to encourage more feedback and suggestions from customers, colleagues et al. (see table 3).

Table 3: Openness

Response	Private	Public	Total no. of respondent	Percentage
Yes	21	16	37	74%
No	4	9	13	26%

- **Confrontation** Confrontation is getting used with some reservation and means putting up a front as contrasted with putting one’s back (escaping) to the problem(see table 4).

Table 4: Confrontation

Response	Private	Public	Total no. of respondents	Percentage
Yes	25	15	40	80%
No	0	10	10	20%

- **Trust** This factor is reflected in maintaining the confidentiality of data shared by others, and in not misusing it. this is often an important factor in a banking sector(see table 5).

Table 5: Trust

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

- **Authenticity:** it’s reflected in owning up one’s mistakes, and in unreserved sharing of feelings. Authenticity is closer to openness(see table 6).

Table 6: Authenticity

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

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

- **Proaction:** Proaction means taking the initiative, preplanning and taking preventive action, and calculating the payoffs of an alternate course before taking action(see table 7).

Table 7: Proaction

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

- **Autonomy:** Autonomy is using and giving freedom to plan and act in one’s own sphere. It means respecting and inspiring individual and role autonomy (see table 8).

Table 8: Autonomy

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

- Collaboration: It means working together (individuals and groups) to unravel problems and team spirit.

Table 9: Collaboration

Response	Private	Public	Total no. of respondents	Percentage
Yes	24	24	48	96%
No	1	1	2	04%

- Experimentation : Experimenting means using and using feedback for improving, taking a fresh look a things, and inspiring creativity(see table 10).

Table 10: Experimentation

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

IV. CONCLUSION

In this study, attempts to cover the culture of the organizations under study. The analysis shows that the workers perceive almost the same pattern in which the various values exist in the organizations. the most implication of this research on organizational culture suggest that there is a scope for further improvement in the sample study organizations which would improve their work life by overcoming the monotony.

CONFLICTS OF INTEREST

The authors declare that they have no conflicts of interest.

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