

A Study on “Octapace” - Organizational Culture in Dymos Lear Automotive Pvt.Ltd Chennai

Manjini .T

Assistant Professor, MBA, Department of Business Administration,
Bharath Institute of Science and Technology,
Selaiyur, Chennai, Tamil Nadu 600 073,
Bharath Institute of Higher Education and Research

ABSTRACT

The Organizational culture includes ethics, values, beliefs, attitudes, norms, ethos, climate, environment and culture. According to Udai Pareek, the culture-related concepts also can be seen a multilevel concepts. At the core first level are the values, which give distinct identity to a group. This is the basic ethos of the group. Pareek defines ethos as “underlying spirit of character or group and is the root of culture” The second level concept is climate which can be defined as the perceived attributes of an organization and its members, groups and issues. The third level concept relates to atmosphere which is distinct factor that affects the development of someone or something. In this study Descriptive research has been used; the sample size is 150. Simple random sampling method is used to collect the data. Percentage Analysis, Chi-Square Test, Correlation analysis are the some of the statistical tools are used for analysis. These values are openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation. This research has assessed the organizational culture of Dymos Lear Automotive Pvt.Ltd by using OCTAPACE Tool and suggested a plan of action to change the culture if required for a better organizational performance.

1. INTRODUCTION

Organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors. According to Needle, organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. The most important aspect of organizational culture is the values it practices. Eight values may be examined to develop the profile of an organizational culture that is called octapace OPENNESS, CONFRONTATION, TRUST, AUTHENTICITY, PROACTIVELY, AUTONOMY, COLLABORATION, AND EXPERIMENTING.

2. OCTAPACE-ORGANIZATIONAL CULTURE

O---Openness
C---Confrontation
T---Trust
A---Autonomy
P---Proaction
A---Authenticity
C---Collaboration
E--- Experimentation

OPENNESS

Openness can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness. Openness is in both directions, receiving and giving. Both these may relate to ideas (including suggestions), feedback (including criticism), and feelings.

CONFRONTATION

Confrontation can be defined as facing rather than shying away from problems. It also implies deeper analysis of interpersonal problems. All this involves taking up challenges. The term confrontation is being used with some reservation and means putting up a front as contrasted with putting one's back (escaping) to the problem.

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. It is also reflected in a sense of assurance that others will help, when such help is needed and will honour mutual commitments and obligations. Trust is also reflected in accepting what another person says at face value, and not searching for ulterior motives.

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. The outcome of authenticity in an organization is reduced distortion in communication.

PROACTION

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

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. The outcome of collaboration includes timely help, team work, sharing of experiences, improved communication and improved resource sharing.

EXPERIMENTATION

Experimenting means using and encouraging innovative approaches to solve problems; using feedback for improving, taking a fresh look at things, and encouraging creativity. We are so caught up with our daily tasks that we often only use traditional, tried and tested ways of dealing with problems.

3. IMPACTS OF ORGANIZATION CULTURE

Research suggests that numerous outcomes have been associated either directly or indirectly with organizational culture. A healthy and robust organizational culture may provide various benefits, including the following:

- Competitive edge derived from innovation and customer service
- Consistent, efficient employee performance
- Team cohesiveness
- High employee morale
- Strong company alignment towards goal achievement

4. DIMENSIONS OF CULTURE

Which values characterize an organization's culture? Even though culture may not be immediately observable, identifying a set of values that might be used to describe an organization's culture helps us identify, measure, and manage culture more effectively. For this purpose, several researchers have proposed various culture typologies. One typology that has received a lot of research attention is the Organizational Culture Profile (OCP) where culture is represented by seven distinct values.

- Innovative culture
- Aggressive culture
- Outcome oriented culture
- Stable culture
- People oriented culture
- Team oriented culture
- Detail oriented

INNOVATIVE CULTURES

According to the OCP framework, companies that have innovative cultures are flexible, adaptable, and experiment with new ideas. These companies are characterized by a flat hierarchy and titles and other status distinctions tend to be downplayed. For example, W. L. Gore & Associates is a company with innovative products such as GORE-TEX® (the breathable fabric that is windproof and waterproof), Glade dental floss, and Elixir guitar strings, earning the company the distinction as the most innovative company in the United States by Fast Company magazine.

AGGRESSIVE CULTURES

Companies with aggressive cultures value competitiveness and outperforming competitors; by emphasizing this, they often fall short in corporate social responsibility. In aggressive companies, people may use language such as "we will kill our competition." In the past, Microsoft executives made statements such as "we are going to cut off Netscape's air supply"

OUTCOME-ORIENTED CULTURES

The OCP framework describes outcome-oriented cultures as those that emphasize achievement, results, and action as important values. The companies implemented Results Oriented Work Environment (ROWE) program that allows employees to work anywhere and anytime; they are

evaluated based on results and fulfillment of clearly outlined objectives. Thompson, J. Outcome-oriented cultures hold employees as well as managers accountable for success and use systems that reward employee and group output.

STABLE CULTURES

Stable cultures are predictable, rule-oriented, and bureaucratic. When the environment is stable and certain, these cultures may help the organization to be effective by providing stable and constant levels of output. Westrum, R. Increasing the number of guards at nuclear power plants. These cultures prevent quick action and, as a result, may be a misfit to a changing and dynamic environment. Public sector institutions may be viewed as stable cultures.

PEOPLE-ORIENTED CULTURES

People-oriented cultures value fairness, supportiveness, and respecting individual rights. In these organizations, there is a greater emphasis on and expectation of treating people with respect and dignity. Justice and leader-member exchange: The moderating role of organizational culture. One study of new employees in accounting companies found that employees, on average, stayed 14 months longer in companies with people-oriented cultures. Organizational culture and employee retention. Starbucks is an example of a people-oriented culture.

TEAM-ORIENTED CULTURES

Companies with a team-oriented culture are collaborative and emphasize cooperation among employees. For example, Southwest Airlines facilitates a team-oriented culture by cross-training its employees so that they are capable of helping one another when needed. The company also emphasizes training intact work teams. Going the extra mile: Cultivating and managing employee citizenship behavior.

DETAIL-ORIENTED CULTURES

Organizations with a detail-oriented culture are characterized in the OCP framework as emphasizing precision and paying attention to details. Such a culture gives a competitive advantage to companies in the hospitality industry by helping them differentiate themselves from others.

5. OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVES

To study the “OCTAPACE”-Organization Culture in Dymos Lear Automotive India pvt.ltd at Chennai

SECONDARY OBJECTIVES

- To know about ‘OCTAPACE’ Management in Dymos Lear Automotive India Pvt. Ltd
- To study the impact of organizational culture in Dymos Lear Automotive India Pvt. Ltd
- To offer suggestions to improve “OCTAPCE” management in Dymos Lear Automotive India Pvt. Ltd.

6. RESEARCH METHODOLOGY

Research methodology is a design or plan as a guide for conducting research and to systematically solve the research problem. It includes research design, sampling procedures, data collection method and analysis procedure. Following research methodology was adopted for the present study.

TYPES OF RESEARCH

Descriptive Research Design has been employed in the present study to define the answers to what, why and how of the different dimensions of the employee attitude towards organization culture in Dymos Lear Automotive India Private Limited, Irungattukotai.

SAMPLING METHOD

Simple random sampling method has been used for the present study. Randomly selected sample from a larger sample or population, giving all the individuals in the sample an equal chance to be chosen. In a simple random sample, individuals are chosen at random and not more than once to prevent a bias that would negatively affect the validity of the result of the experiment.

SAMPLE UNIT

This study has been concentrated with middle level employees in Dymos Lear Automotive India. The population of this sample unit is 1502.

SAMPLE SIZE

There are 10% of the employees are selected as the samples for this study. Hence the sample size becomes 150 respondents used for this study.

7. DATA COLLECTION

PRIMARY DATA

Primary research consists of a collection of original primary data collected by the researcher. It is often undertaken after the researcher has gained some insight into the issue by reviewing secondary research or by analyzing previously collected primary data.

SECONDARY DATA

Secondary data is data collected by someone other than the user. Common sources of secondary data for social science include censuses, organisational records and **data** collected through qualitative methodologies or qualitative research.

8. TOOLS FOR ANALYSIS

CHI-SQUARE TEST

The Chi-Square test is an important test among the several test of significance developed by statisticians. Chi-Square test is a useful measure of comparing experimentally obtained results with those expected theoretically and based on the hypothesis.

CO-EFFICIENT OF CORRELATION ANALYSIS

Correlation analysis is the tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

9. STATISTICAL ANALYSIS

CHI-SQUARE TEST

Calculate Chi-Square test for satisfactory level that increases your productivity and moral support of employees in the organization.

CHI-SQUARE TEST

MORAL SUPPORT/ TEAM WORK	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
Less than 2yr	12	8	2	14	5	41
2yr-4yr	8	5	6	3	2	24
4yr-6yr	7	4	4	7	13	35
6yr-8yr	11	4	2	3	6	26
More than 8yr	10	1	4	5	4	24
Total	48	22	18	32	30	150

TABLE NO 1

SOLUTION

NULL HYPOTHESIS

H_0 : There is no significance different between Moral support and Experience.

ALTERNATIVE HYPOTHESIS

H_1 : There is a significance different between Moral support and Experience.

Level of significance: $\alpha = 0.05$

TEST STATISTIC

$$\psi^2 = \sum_{i=1}^n \sum_{j=1}^n \frac{(O_{ij} - E_{ij})^2}{E_{ij}} \sim \psi^2 \text{ distribution with } (r - 1) \times (s - 1) \text{ d. f.}$$

CALCULATION OF CHI-SQUARE

CALCULATION OF CHI-SQUARE

(O_{ij})	(E_{ij})	$(O_{ij} - E_{ij})$	$(O_{ij} - E_{ij})^2$	$\frac{(O_{ij} - E_{ij})^2}{E_{ij}}$
12	13.12	-1.12	1.25	0.095
8	6.01	1.99	3.96	0.65
2	4.92	-2.92	8.53	1.73
14	8.75	5.25	27.56	3.15
5	8.2	-3.2	10.24	1.25
8	7.68	0.32	0.10	0.013
5	3.52	1.48	2.19	0.62
6	2.88	3.12	9.73	3.37
3	5.12	-2.12	4.49	0.87
2	4.8	-2.8	7.84	1.63
7	11.2	-4.2	17.64	1.57
4	5.13	-1.13	1.27	0.25
4	4.2	-0.2	0.04	0.009
7	7.46	-0.46	0.21	0.028
13	7.00	6.00	36.0	5.14
11	8.32	2.68	7.18	0.86
4	3.81	0.19	0.036	0.09
2	3.12	-1.12	1.25	0.40
3	5.55	-2.55	6.50	1.17
6	5.20	0.8	0.64	0.12
10	7.68	2.32	5.38	0.70
1	3.52	-2.52	6.35	1.80
4	2.88	1.12	1.25	0.43
5	5.12	-0.12	0.014	0.02
4	4.80	-0.8	0.64	0.13

TABLE NO 2

Calculated value = 26.09

Degree of freedom = (r-1) (c-1) =16

Table value for 16 degree of freedom at 5% level =26.296

RESULT

Calculated value < Table value

Therefore, **Null Hypothesis H_0 is accepted.**

CONCLUSION

Since **calculated value** < **Table value** H_0 is accepted. It is concluded that there is significant difference between the employee experience and moral support.

CORRELATION COEFFICIENT

Calculate Correlation Co-efficient for two way communication and effective communication.

CORRELATION COEFFICIENT

TWO WAY COMMUNICATION	RESPONDENTS	EFFECTIVE COMMUNICATION	RESPONDENTS
Strongly agree	40	Strongly agree	34
Agree	35	Agree	22
Neutral	22	Neutral	20
Disagree	18	Disagree	28
Strongly disagree	35	Strongly disagree	46

TABLE NO 3

CALCULATION OF CORRELATION COEFFICIENT

X	Y	X ²	Y ²	XY
40	34	1600	1156	1360
35	22	1225	484	770
22	20	484	400	440
18	28	324	784	504
35	46	1225	2116	1610
ΣX= 150	ΣY=150	ΣX² =4858	ΣY²=4940	ΣXY =4684

TABLE NO 4

$$R_{xy} = \frac{n\sum xy - (\sum x)(\sum y)}{\sqrt{n\sum x^2 - (\sum x)^2} \sqrt{n\sum y^2 - (\sum y)^2}}$$

$$= \frac{5(4684) - (150)(150)}{\sqrt{5(4858) - (150)^2} \sqrt{5(4940) - (150)^2}}$$

$$= \frac{23420 - 22500}{\sqrt{24290 - 22500} \sqrt{24700 - 22500}}$$

$$= \frac{920}{\sqrt{1790} \sqrt{2200}}$$

$$= \frac{(42.30)(46.90)}{840}$$

$$R_{xy} = 0.4234$$

CONCLUSION

There is positive correlation between the two way communication and effective communication.

7. FINDINGS

To find out the chi-square test, since **calculated value** < **Table value** H_0 is accepted. It is concluded that there is significant difference between the employee experience and moral support. There is positive correlation between the two way communication and effective communication.

8. SUGGESTION

From the analysis it is observed and inferred that attributes such as authenticity which represents “Congruence between what one feels and says resulting in sharing of feelings freely to improve interpersonal communication & reduced distortion in communication” was found to be high both in the mean returns considered individually as well as when was compared with other attributes. It can be suggested that this attribute should be maintained as this element acts as the strength of the cultural ethos followed in the companies. The cultural ethos in the form of OCTAPACE dimensions make the organizational environment more friendly and open to work in as all the elements of the OCTAPACE aim at betterment of the employees which in turn lead to betterment of the companies and the industry on whole.

9. CONCLUSION

The respondents’ attitudes towards their jobs are positive, with a majority of the respondents agreeing that there has been an improvement in their attitude in the recent past. Among the reasons for this positive improvement are the following: the work has become more interesting, their jobs/ roles are now clearer than before, they now have the knowledge/skill to do their job, and they feel they are spending their time more usefully than before. The Dymos Lear Automotive Pvt.Ltd organizations are found to be significantly valued among the respondents for the following attributes such as Openness and Authenticity .whereas the other attributes of the OCTAPACE culture model were found to be relatively low valued. These attributes represent mainly in terms of freeness to express one’s opinions in the work environment. Thus we conclude that among the organizations considered the attributes such as Confrontation, Trust, Proaction, Autonomy, Collaboration has to be considered as the major revival steps.

10. REFERENCE BOOKS

- [1] Roger W. Griffeth and Peter W. Hom, *Retaining Valued Employees*, Sage Publications, Inc., Thousand Oaks, CA, 2001, p. 2.
- [2] Jensen, M.C., Meckling, W.H. (1976), "Theory of the firm: managerial behavior, agency costs, and capital structure", *Journal of Financial Economics*, Vol. 3 No. October, pp.305-60.
- [3] Johns, G.H., Gutmann, M.E., Dewald, J.P. and Nunn, M.E. (2001). ‘Career retention in the dental hygiene workforce in Texas.’ *Journal of Dental Hygiene*, Spring, v75, i2, pp. 135-43.

11. WEBSITES

- www.amazon.com/Organizational-Culture-Leadership-Edgar-Schei/dp/0470190604
- <http://www.businessmate.org/Article.php?ArtikelId=36>
- www.businessdictionary.com/definition/organizational-cultureix2ZschcET0
- digitalknowledge.cput.ac.za:8081/.../the%20relationship%20btwn%20em