

A Study of Organizational Culture: Octapace-Profile

Ms. Sadaf Fatima

Head of Department, School of Management Studies, Aligarh College of Engineering and Management, Aligarh (UP)

Abstract: This research aims to understand what organizational culture is, and to measure the OCTAPACE value of the employees working in Heinz India Pvt. Ltd. (Aligarh). A healthy organizational culture rests on eight strong pillars of the —OCTAPACE profile (developed by U. Park) refers to **O**penness, **C**onfrontation, **T**rust, **A**uthenticity, **P**roactive, **A**utonomy, **C**ollaboration and **E**xperimentation. The study the OCTAPACE culture of any organization helps us in giving proper training to the employees for maintaining a healthy environment and it also helps in dealing with various problems that exist in the organization. The 4-point scale developed by Pareek has been used for the present study. As many as 8 dimensions were taken to judge the organizational culture. The main objective of the study is to study the organizational culture of the selected company in the manufacturing sector and to identify and measure the perceived organizational culture and its various dimensions. 100 responses to a 4 point scale questionnaire based on the OCTAPACE profile were obtained from the organization. Research type is Descriptive in nature. Primary as well secondary data are used. To collect primary data, a structured questionnaire developed by Udai Pareek was used. Sampling method is probability sampling (Systematic sampling method). Analysis was done using SPSS=17, OCTAPACE value was measured and employees were categorized into three different zones (according to their work design); ZONE-B(manufacturing), ZONE-D(transport/engineering) and ZONE-E(offices).

I. Introduction

As the competition changes and the pressure intensify for organizations, organizational culture is given more prominence and emphasis. This is because, paradoxically, organizational culture creates both stability and adaptability for organizations. It creates stability by being the glue that holds the organization through adherence to a clear set of consensual values.

Employee capabilities must continually be developed, sharpened and used. For this an ‘enabling’ **organizational culture** is essential. As per Pareek *et al* (2003) when employees use their initiative, take risks, experiment, innovate and make things happen, the organization may be said to have an ‘enabling’ culture. It includes, among other things, the values, beliefs and behavioral norms and expectations shared by an organization’s members. Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is, a set of key characteristics that the organization values. Organizational culture is concerned with how employees perceive the characteristics of an organization, not with whether they like them or not. The organizational culture plays a very significant role in making organizations get the best out of themselves. Pettigrew (1979) referred culture as a system publicly and collectively accepted meanings operating in a given group. Culture provides the energy needed to function well by ensuring as it were a proper circulation of blood through all the organs. Corporate culture represents a common perception held by the organization’s member.

These cultural norms are also hypothesized to influence organizational members’ motivation, performance, satisfaction and stress levels. Corporate culture means, “The way things are done around the organization”. Culture comprises the symbolic side of an organization, and it shapes the human thought and behavior in the system. **Corporate culture** is the *implicit, invisible, intrinsic and informal* consciousness of the organization, which guides the behavior of the individuals, and at the same time, shapes itself out of their behavior (Scholz, 1987). One of the most widely cited hypotheses is that a strong culture enables an organization to achieve excellent performance. “Organizational culture is the key to organizational excellence... and the function of leadership is the creation and management of culture” (Schein 1992). Interpreting and understanding organizational culture is an important activity for managers and consultants because it affects strategic development, productivity and learning at all levels. Cultural assumptions can both enable and constrain what organizations are able to do. Clarifying the core competences and the strategic intent are prerequisites to organizational adaptability, and both are grounded squarely in the organization’s unique culture (Cameron and Quinn, 1999).

About Heinz India Pvt. Ltd

Henry John Heinz was the founder of the company HEINZ in the 19th century. He started his company in Pittsburgh (Pennsylvania). Heinz today is the global player which specializes in providing processed food products and nutritional services. Today the H.J. Heinz Company, headquartered in Pittsburgh, Pennsylvania, is the most global of all U.S.-based food companies. Famous for its iconic brands on five continents, Heinz provides delicious, nutritious and convenient foods for families in 200 countries around the world. Heinz is famous for its 57 varieties. Now it actually markets more than 4000 varieties to the consumers in 200 countries. Geographically it is well balanced with 43% of its business coming from non US operations. As one of the world's premier food companies, Heinz has earned a strong reputation since 1869 for our focus on Quality, Integrity, Innovation and Food Safety.

As on 2010, Heinz is an approx. \$10.7 billion global company and its products enjoy 1 or 2 market share in more than 50 countries. Heinz sells 650 million bottles of its iconic ketchup very year. Heinz's provides top 15 power brands account for more than two-thirds of its annual sales and employs approximately 35,000 people around the globe. It is a responsible corporate citizen committed to safe practices, environmental stewardship and giving back to the community.

Heinz Mission Statement-As the trusted leader in nutrition and wellness, Heinz - the original Pure Food Company - is dedicated to the sustainable health of the people, the planet and our Company. Heinz Values include Team Building & Collaboration, Innovation, Vision, Results and Integrity. Heinz Vision-aims at delivering High Quality Products, adhering to the Standard; Satisfying Customer's Needs and aims to become renowned in commercial as well as socially.

Heinz India at Aligarh is fully integrated into the global Heinz operations employing high standards in quality at its state-of-the-art manufacturing facility in the State of Uttar Pradesh. This manufacturing facility in Aligarh is HACCP certified and follows GFMP (Good Food Manufacturing Practices) to deliver nutritious and safe food products to our discerning consumers. Aligarh was chosen as the location because of its well watered location the place is situated Ganges and center in Yamuna river which was itself a cattle breeding and milk producing center in India. . The Aligarh Factory is situated approximately 10 kilometers away at a place known as Manzurgari. Heinz is ranked as the second largest food company in the world. It has a total of 3500 products in the world market. The following are manufactured at Aligarh- COMPLAN: the COMplete PLANned food, GLUCON – D: the refreshing drink, HEINZ TOMATO KETCHUP : *zyada lal.....zyada gada..... zyada tasty* and SAMPRITI GHEE: *Mehak bhara swaad.*

II. Review Of Literature

Krishna and Rao (1997) surveyed the organizational climate of the BHEL which shows that the environment of openness works well among the middle and senior managers in the company while the value of experimentation was responded to favorably among the middle and senior managers. A study conducted by Rohmetra (1998) on banking sector of J & K space for determining the HRD climate showed that the environment is less open for employees and found that an intimate degree of trust is enjoyed in the bank.

Mufeed (2006) has conducted study in one of the leading hospital SKIMS about the perception of the medical staff towards the HRD climate and found that the value of experimentation has been discouraging. They never encouraged the potential employees by sharing their new ideas and suggestions. The result indicated that there exists a reasonably good climate for the value of confrontation. Also, Mufeed and Gurkoo (2007) in their study in the universities of J & K found a satisfactory level of confrontation present in all three universities. However, in some organizations, the value of 'confrontation' is yet to take roots while the value of pro-activity as unfavorable. Sharma and Purang (2000) showed that there exists a good degree of trust among the middle level managers in an organization in engineering sector.

Liam Gorman (1989) in their study found that corporate culture is a valuable contribution to the study of organizations. Corporate culture consists of values, norms, feelings, hopes and aspirations held by members of the organizations. These aspects may not be instantly discernible; however, it is important that managers are aware of the culture; a shared culture contributes greatly to company success. The article concludes that managers can manage culture and cultural change by becoming more aware of the deeper assumptions of culture and how they are upheld.

Richard L. Brinkman (1999) paper analyzes and explains the dynamics of corporate evolution in the context of anthropological conception of culture. The multinational corporate characterizing the Galbraithian world, as The New Industrial State, dominates the current economic landscape. The conception of corporate culture and its dynamics lays bare the locus of corporate power which resides in the control of corporate technology. Granting this dynamic, the question then arises concerning the agency which controls the application and use of this cumulated corporate power. Corporate power and policy in the USA are currently directed by a social institution in the form of profits without social responsibility. This policy is manifest in a

“low road” of cost reduction. Such a policy direction exacerbates rather than ameliorates the current economic malaise now characterizing the US economy.

A study conducted by Ogbor O. John (2001) is based on critical theory and dialectical thought, discusses and outlines a framework for understanding corporate culture as corporate hegemony. First, offers the relevance of critical theory to the study of corporate culture as a managerial praxis and organizational discourse. Second, examines three aspects of the dialectics of corporate culture: the dialectical tensions between corporate and individual identity; the conflicting pressure for uniformity and diversity; and the dialectics of empowerment and disempowerment. Third, discusses the mechanisms for the hegemonic perpetuation of corporate culture by researchers and practitioners and for resisting a critical stance in the discourse of corporate culture. Fourth, and finally, the article examines possible ways for overcoming the problem of cultural hegemony in organization theory and praxis.

A study done by Wilson M. Alan (2001) show the actions of employees such as service personnel are seen as being important in communicating a company’s corporate values and goals, particularly where they interact directly with customers and other corporate audiences. Their beliefs, norms and values derived from the organizational culture influence their actions and the informal messages that they communicate. A mystique still exists around the concept of organizational culture. This paper attempts to rectify this by reviewing the literature relating to organizational culture, focusing on its definition, the factors which influence it and the arguments as to whether it can be managed. The paper highlights the complexity of the phenomenon and the need for corporate marketers to be more sensitive to this complexity in the development and execution of corporate communication strategies. This requires marketers to work more closely with researchers and practitioners working in the fields of organizational behavior and human resource management.

The study done by Oriol Iglesias, Alfons Sauquet, Jordi Montana (2011) concluded that the two key shared values required to successfully put relationship marketing into effect are client orientation and a high degree of concern for employees. Furthermore, another six shared values (trust, commitment, teamwork, innovation, flexibility, and results orientation) also seem to facilitate the development of a relationship marketing orientation, according to their study.

The analysis of the study done by Tiago Melo (2011) indicates that a humanistic culture has a positive impact of CSP, as well as management tenure and slack resources in a lesser degree. As opposed to the majority of the studies that focus on the CSP leading to financial performance relation, this article alternatively analyzes factors that determine CSP (corporate social performance).

III. Research Methodology

The 4-point scale developed by Pareek (2003) has been used for the present study. The **OCTAPACE** profile is a 40 item instrument that gives the profile of the organization’s ethos in eight values. These values are Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimentation. Research design used was Descriptive in nature. Population of interest was the employees working at HEINZ INDIA PVT. LTD. (Aligarh), which includes both management and working staff. The sampling frame was the employees list constructed by me, with the help of a supervisor. A total of 200 employees was the population (day shifts only). Out of which a sample of 100 employees was selected using Systematic sampling method. Every second element in the list was selected, which formed the part of the sample. The data has been collected from the employees using a standard questionnaire given by U. Pareek. The staff was categorized according to different zones (as created by the organization); zone-B= 30, zone-D= 30 and zone-E = 40. An independent sample t-test and one way Anova has been used to test the hypotheses, mean values and standard deviations have been also calculated. Statistical software’s like the Microsoft Excel and the Statistical Package for Social Sciences (SPSS-17) have been used to analyze and interpret the data. The split-half reliability of the OCTAPACE profile (developed by U. Pareek) on a sample has been found to be 0.81 (Mathur, 1991) and alpha coefficient for a group has been found to be 0.9.

Objectives-The study has been undertaken with the following objectives:

- (1) To identify and measure the perceived organizational ethos/culture and its various dimensions at Heinz India Pvt. Ltd., Aligarh.
 - (2) To identify the level of the OCTAPACE culture among different zones of the organization.
- Thus, the study attempts to uncover the culture of the organization.

Hypotheses of the Study- On the basis of the above objectives, the following hypotheses were formulated:

- (1) **Null Hypothesis (H01):** There is no significant difference in the OCTAPACE culture among three zones.

Analysis and Interpretation-

As per the tentative norms given by Pareek (2003), the overall culture score of an organization can range from a minimum of 90 to a maximum of 130. In the present study, the overall OCTAPACE culture score for Heinz India Pvt. Ltd. has come up to be **119.98**. On comparing the mean value of eight dimensions obtained from the research, with the tentative norms given by Pareek, it can be interpreted that the scores of **Trust, Authenticity and Confrontation** are much satisfactory as compare to the scores of other dimensions, as they lie in the higher range. The major problem area that emerges out in this study is the **Autonomy**; score of this dimension is tending towards the lower side. While **Openness, Pro-active, Collaboration and Experimentation** lie in the medium range. According to my survey; TABLE 1 is shown:

TABLE 1: As per the survey conducted

OCTAPACE Dimension	Lowest Score	Highest Score
Openness	12	19
Confrontation	11	18
Trust	12	18
Authenticity	10	17
Pro-action	14	19
Autonomy	9	17
Collaboration	12	19
Experimentation	10	19

Study has revealed that, in the organization, the **pro-action (M = 16.39)** is an aspect, which exists in the organization at a higher level than any other aspect. This meant that people in the organization are always ready to take the initiative, preplanning and preventive action calculating the payoff of an alternative cause before taking an action. The mean score of pro-action is followed by the **collaboration (M=15.83)**, it means people work together to solve problems and there exists team spirit. The score of **trust (M=15.74)** which means that the employees of all departments and groups trust each other and can rely upon to ‘do’ whatever they say they will do. The mean score of **openness (M =15.70)**, which indicates that people are free to express their feelings and thought, and share them without defensiveness. The floor space is shared by colleagues at different levels in the organization. **Confrontation (M = 15.01)** shows that the employees face the problems and work jointly with others concerned to find its solution. They face the issues without hiding them or avoiding them for fear of hurting each other. **Experimenting (M= 14.40)** shows that the organization in average encourages its employees towards innovative approaches to solve problems, using the feedback for improving; taking a fresh look at things and that it encourages creativity. **Authenticity (M = 13.67)** in the organization is also at an average level. It is the willingness of a person to acknowledge the feelings he/she has, and to accept him/her as well as others who relate to him/her as persons. The mean score is the least for the **autonomy (M = 13.25)** which shows that the employees have lesser freedom to plan and act in their own sphere.

Table 2: Descriptive Analysis According To Three Different ZONES- ANOVA TEST (df = 97 , CONFIDENCE LEVEL = 95%)

Dimensions	Category	N	Mean	Std. Deviation	F-value	p-value
Openness	ZONE-B(manufacturing)	30	3.2333	.23538	3.571	0.032
	ZONE-D(transport/engineering)	30	3.1600	.26471		
	ZONE-E(offices)	40	3.0550	.32022		
Confrontation	ZONE-B(manufacturing)	30	2.9733	.37040	0.482	0.619
	ZONE-D(transport/engineering)	30	3.0533	.36741		
	ZONE-E(offices)	40	2.9850	.30847		
Trust	ZONE-B(manufacturing)	30	3.1333	.29400	0.079	0.924
	ZONE-D(transport/engineering)	30	3.1600	.24858		
	ZONE-E(offices)	40	3.1500	.24703		
Authenticity	ZONE-B(manufacturing)	30	2.7933	.25989	1.092	0.340
	ZONE-D(transport/engineering)	30	2.7400	.30693		
	ZONE-E(offices)	40	2.6850	.33247		
Pro-action	ZONE-B(manufacturing)	30	3.2733	.24904	1.894	0.156
	ZONE-D(transport/engineering)	30	3.2133	.22854		
	ZONE-E(offices)	40	3.3300	.26234		
Autonomy	ZONE-B(manufacturing)	30	2.5933	.29470	1.094	0.339
	ZONE-D(transport/engineering)	30	2.7133	.35109		
	ZONE-E(offices)	40	2.6450	.30209		
Collaboration	ZONE-B(manufacturing)	30	3.2333	.25235	1.197	0.306
	ZONE-D(transport/engineering)	30	3.1600	.26471		
	ZONE-E(offices)	40	3.1200	.36176		

Experimentation	ZONE-B(manufacturing)	30	2.7867	.37114	2.772	0.067
	ZONE-D(transport/engineering)	30	2.8400	.29431		
	ZONE-E(offices)	40	2.9800	.38908		
OCTAPACE	ZONE-B(manufacturing)	30	3.0025	.12165	0.072	0.931
	ZONE-D(transport/engineering)	30	3.0050	.11511		
	ZONE-E(offices)	40	2.9998	.14955		

There is no significant difference in mean score of OCTAPACE value viz. ZONE-B, ZONE-D and ZONE-E employees. Thus, the hypothesis H(01) stating that there is no significant difference in the OCTAPACE culture among the three zones is failing to reject (thus accepted). Though there is a significant difference in the mean score of Openness aspects of employees among different zones (confidence level=95%).

IV. Conclusion

Overall Comparison-

The study of OCTAPACE culture, that constitutes the core values of organizational ethos have been found to be at a fairly high level. In the present study, the overall OCTAPACE- Score for Heinz India Pvt. Ltd has come out to be 119.98.

Higher scores on the three dimensions, namely, Confrontation, Trust and Authenticity indicate that: Employees are facing the problems and challenges they confront in the work situation but they never run away from it. They go deeper into the problems, analyze them and try to find the solution. They believe in finding a solution out and not just identifying the problem areas. Employees believe in helping and supporting each other. They like to help and provide moral support. They trust their seniors, subordinates & peers and rely on each other without any fear in times of crisis. Employees do not believe in manipulations to get things done. They are what they appear to be. They think that instead of telling a polite lie it is good to tell the truth.

The major problem areas that emerge out in this study is **Autonomy**, scores of this dimension is towards the lower side. Moreover autonomy is lower in non-managerial staff and lower in a manufacturing zone (ZONE-B), this may be due to the fact that it is a manufacturing plant and thus there is a sequential procedure of manufacturing products. While the managerial-staff perceive that there is a moderate opportunity to use and encourage the innovative approaches to solve problems. The maximum possible autonomy should be provided so that the problems are solved at their source at the grass root level.

Zone Wise Comparison-

There is no significant difference in the overall mean score of OCTAPACE value among different zones and all employees have similar perception but variation has been observed in the scores of **Openness** and there exists significant difference. Openness has come up to be higher in ZONE-B as compared to other levels. This implies that employees in manufacturing zone are communicating and interacting freely while employees at other level are slightly unable to share their problems with each other. The management may create an environment of openness by giving the opportunity to its employees to express their views, ideas, and suggestions without fear for everyone. For example, the NIIT has given this opportunity to its employees with an option not to disclose their names, they can give suggestions online. Higher scores in openness implies that employees at lower post are communicating and interacting freely while employees at managerial level are unable to share their problems with each other. **Authenticity** is low in these two levels, i.e., ZONE-E and ZONE-B; this implies that employees at these levels do manipulations to get things done. They are not what they appear to be. They think that instead of telling the truth it is good to tell a polite lie. Since the medium level of authenticity exists in the organization; the management may try to improve the communication relationship among its employees. **Experimentation** has come up to be highest in ZONE-E (offices), which means that employees are trying new and innovative means to solve problems. They believe in taking a fresh look at how things are done.

Outbound training program focused on team working and vision exercising may be undertaken. A strategy can be developed for improving overall organizational culture. Certain recreational activities, organizing joint events etc. can be undertaken to build up the communication gap that exists between the subordinates and seniors and to gain openness among employees. It also helps in articulating a “clear vision” for the company as well as the employees to give a sense of right direction and future prospects. More autonomy may be given so that employees can plan their work themselves. This helps a lot in improving productivity as they feel authorized to plan their work, instead of following orders. The employees may be given training in developing pro-active abilities and approaches for the creative problem solving. Management may try to encourage free interactions among employees. Employees may be given more freedom to plan their work rather than imposing work on them. Thus it can be said that the healthy

organizational culture with an open environment, filled with the feeling of mutual trust & confidence, with added flavor of authenticity, sense of collaboration, freedom & autonomy added to the responsibilities, proactive measures, loyalty, surrendered personal interests before organizational interests and above all a treatment with respect and humanitarian consideration for each employee guarantees the fulfillment of organizational goal.

References

- [1]. Alan M. Wilson(2001): Understanding organisational culture and the implications for corporate marketing, *European journal of marketing*, vol. 35
- [2]. Cameron K., Quinn R.E. (1999): *Diagnosing and Changing Organisational Culture*. Addison-Wesley Publishing Co., USA.
- [3]. John O. Ogbor(2001): Critical theory and the hegemony of corporate culture, *Journal of organizational change management*, vol. 14
- [4]. Krishna P.M., Rao P.S. (1997): Organisational at HRD climate in BHEL: An empirical study. *The Journal of Public Administration*, 43: 209–216.
- [5]. Liam Gorman(1989):Corporate culture. *The management decision*, vol. 27
- [6]. Mufeed S.A (2006): The need for a focus on key elements of HRD climate in hospitals: An empirical study. *Management of Labour Studies*, XLRI, 31: 57–65.
- [7]. Mufeed S.A., Gurkoo (2007): Need to focus on key elements of OCTAPACE culture in universities: An empirical assessment. *The Journal-Contemporary Management Research*, 1: 28–51.
- [8]. Niranjana P., Pattanayak B. (2005): Influence of learned optimism and organisational ethos on organisational citizenship behaviour: A study on Indian corporations. *Human Resources Development and Management*, 5: 85–98.
- [9]. Oriol Iglesias, Alfons Sauquet, Jordi Montaña(2011): The role of corporate culture in relationship marketing, strategy, *European journal of marketing*, vol.45
- [10]. Pareek U. (2003): *Training Instruments in HRD and OD*. 2nd ed. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- [11]. Pettigrew, A. On Studying Organizational Culture, *Administrative Science Quarterly*, 24: 570-581, 1979
- [12]. Richard L. Brinkman(1999): The dynamics of corporate culture: conception and theory, *International journal of social economics*, vol. 26
- [13]. Rohmetra N. (1998): Towards creating a learning organisation: The HRD climate focus. *Paradigm*, 2: 56–63.
- [14]. Schein E.H. (1992): Organisational culture. *American Psychologist*, 43: 109–119.
- [15]. Scholz C. (1987): Corporate culture and strategy – the problem of strategic fit. *Long Range Planning*, 20: 78–87.
- [16]. Sharma A., Purang P. (2000): Value institutionalization and HRD climate: A case study of a Navratna Public Sector Organisation. *Vision. The Journal of Business Perspective*, 4: 11–17.
- [17]. Tiago Melo(2011): Determinants of corporate social performance: The influence of organizational culture, management tenure and financial performance, *social responsibility journal*, vol.8