

A Study on Organisational Culture of Banks in Kottayam Region, Kerala, Using Octapace Framework

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ABSTRACT

Culture is a crucial element in the life of an organization. This study aims to evaluate the level of organizational culture prevailing in the banking sector using OCTAPACE Profile developed by Uday K. Pareek. 'OCTAPACE profile is a 40 item instrument that gives organizational ethos in eight values namely Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation', which is necessary to maintain a healthy organizational culture. The descriptive research design was adopted and Random sampling method was used to collect responses of 50 bank employees working in different banks at Kottayam region. The study used SPSS 23 and Microsoft Excel for the analysis and applied certain statistical tools like Mean, Standard deviation and correlation. The result shows that there exists a significant correlation among organizational values and ethos and the respondents almost exhibit a similar perception towards various OCTAPACE ethos in the organization. The study recommends that it will help the top management to identify weaker aspects of culture and develop a healthy organizational culture by bringing enhanced organizational performance and competitive advantage in the long run. The study suggests that there is a scope for further improvement in sample size and sample organizations in various sectors across the world.

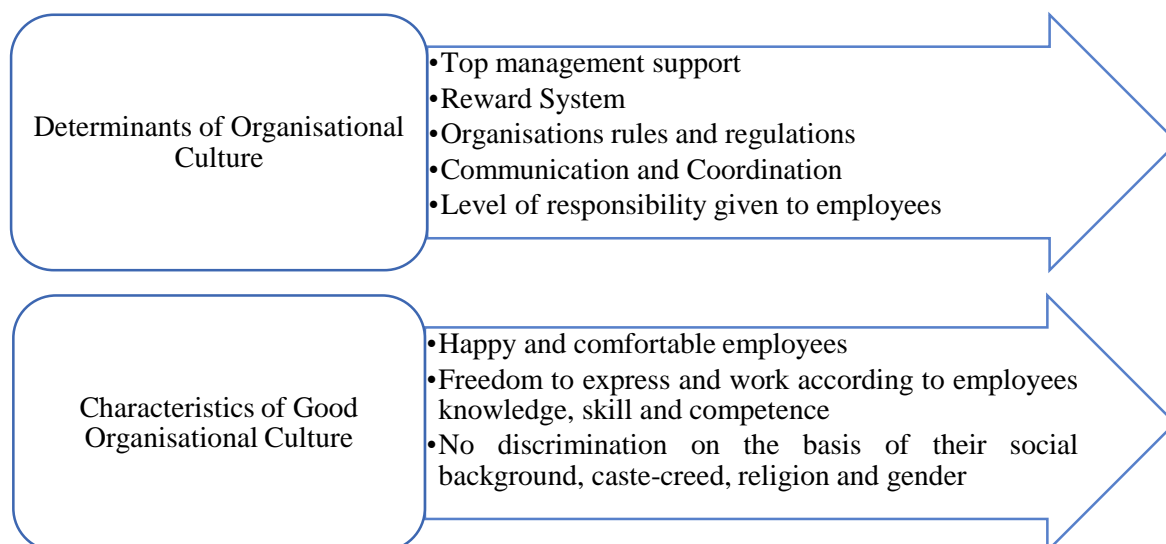
Keywords: Organizational Culture, Banking sector, Openness, Confrontation, and Experimentation.

INTRODUCTION:

Organisational Culture:

“Organizational culture is defined in terms of shared meanings - patterns of beliefs, rituals, symbols, and myths that evolve over time, serving to reduce human variability and control and shape employee behavior in organizations”. (**Smircich 1983**) - “Organisational culture is a fairly stable set of taken-for-granted assumptions, shared beliefs, meanings, and values that bring forth a new way of understanding of organizational life”. (**Park, 2004**) - “Organisational culture can be defined as the shared, basic assumptions that an organization learned while coping with the environment and solving problems of external adaptation and internal integration that are taught to new members as the correct way to solve those problems”.

This learned behavior brings a sense of uniqueness and identity and explains what an organization exists and how it operates in this economy. In today's world, the organization is facing difficulties due to cost pressures, emerging brands, erratic attrition rates, rising customer expectations, etc. So the management of an organization considers its culture as the main tool to overcome these challenges and to improve employees' responsibility, competence, and capability which in turn leads to high performance, creativity, and innovation in the organization. Thus the effectiveness, efficiency, competence, and capability of the employees played a major role in the success of an organization.



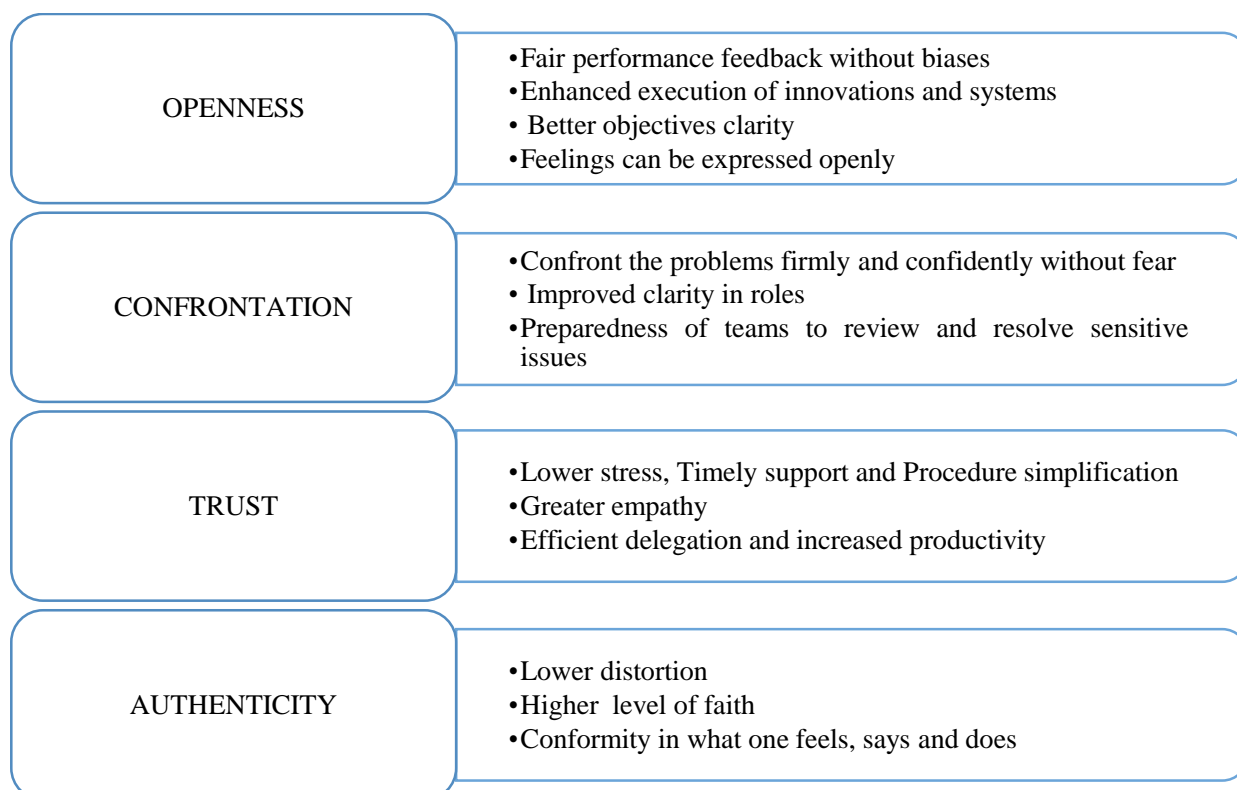
Octapace Culture:

Values, norms, ethos, beliefs, environment, climate and atmosphere are some of the concept used in an organizational culture context. According to Pareek (2002), “the Culture-related concepts also can be seen as multilevel concepts. At the core (first level) are the values, which give a distinct identity to a group. This is the basic ethos of the group. 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 the distinct factor that affects the development of someone or something”.

Pareek (2002) defines the concept of ethos as “the underlying spirit of character or group and is the root of culture. He defines organizational ethos as eight dimensions relevant to institution-building”. These eight cultural dimensions are called as OCTAPACE.

OCTAPACE = OCTA (eight) + PACE (step) (Pareek 2007)

It helps to maintain an organizational culture profile which makes the organization different from each other. Those eight OCTAPACE dimensions (ethos) that help to achieve a strong organizational culture are:-

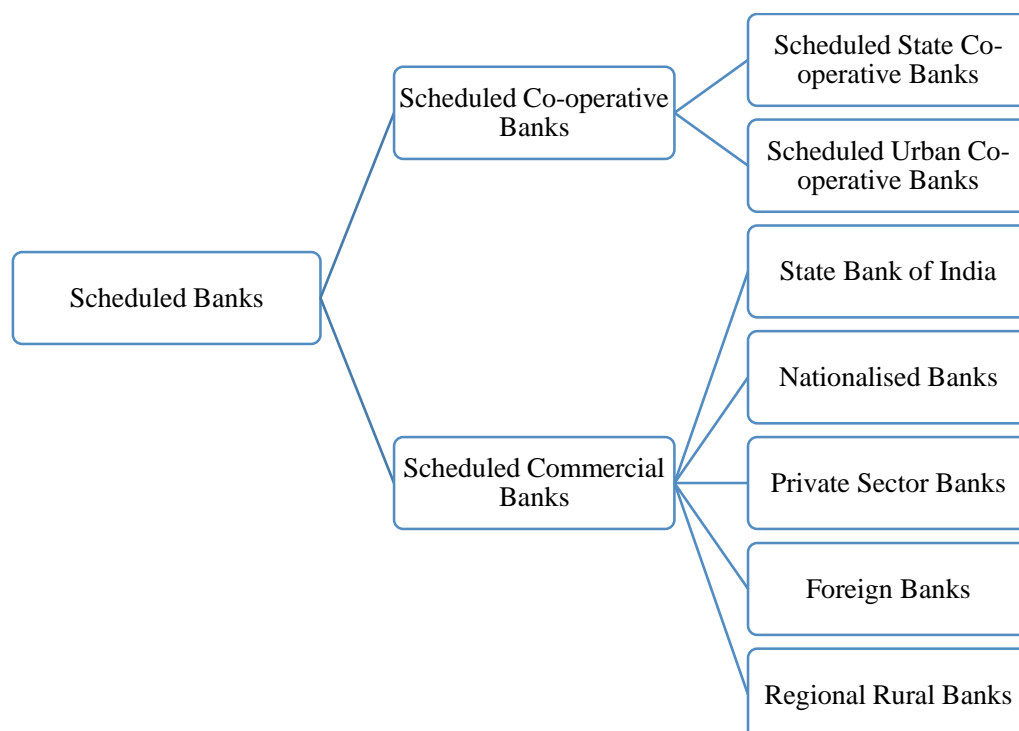


PROACTION	<ul style="list-style-type: none"> •Carrying out preventive action •Taking the initiative and preplanning •Computing the outcome of an alternative course
AUTONOMY	<ul style="list-style-type: none"> •Effective delegation •Freedom to act and plan in one's own sphere •Reduction in seeking references from senior people
COLLABORATION	<ul style="list-style-type: none"> •Encourages the team's efficacy •Giving and asking help to and from others •Improved communication and Productive meetings
EXPERIMENTATION	<ul style="list-style-type: none"> •Better and improved creativity •Innovative approaches in problem solving

Banking Industry:

During the last decades of the 18th century, the Indian Banking sector in this modern sense emerged. The three banks funded by the presidency government, Bank of Bengal, Bank of Madras and Bank of Bombay, were merged in 1921 and formed the Imperial Bank of India which later known as State Bank of India in 1955. This largest and oldest bank acted as quasi-central banks till the Reserve Bank of India (RBI), an autonomous body having minimum pressure from the government, originated in 1935 under the Reserve Bank of India Act, 1934. Government of India nationalized 14 major private banks in 1969 and 6 more private banks in 1980. These nationalized banks due to their widespread networks and large size became the major financiers in the Indian economy. With regard to capital adequacy and quality of assets, Banks in India are considered to have strong, clean and transparent balance sheets compared to other banks in economies.

The Indian banking sector is broadly categorized into scheduled banks and non-scheduled banks. The scheduled banks are those come under the 2nd Schedule of the RBI Act, 1934.



LITERATURE REVIEW:

(Azmi & Sharma, 2007) in their study 'Profiling the OCTAPACE Culture: An Empirical Study of Banking and IT Sectors in India' found that although culturally the IT and banking sector do not significantly differ, significant differences were observed within several companies in the IT sector, though no significant difference existed within the firms in the Banking sector. (Famina, 2009) In her study 'OCTAPACE Profile and Human Resource Climate in a South Asian Public Sector Undertaking with Special Reference on KSFE' revealed that the overall HRD climate of the public sector undertaking under study is satisfactory where proaction, experimentation, and collaboration are the factors which are highly rooted in the organizational culture. (Jafri, 2012) conducted an exploratory study to examine the impact of OCTAPACE culture on various dimensions of organizational commitment in public sector organizations in Bhutan. The study revealed that OCTAPACE culture is significantly and partly related to three dimensions of organizational commitment. (Solkhe & Chaudhary, 2012) in their study revealed that there exists a significant difference among all the items of OCTAPACE in the organization and found two organization values such as interpersonal trust and collaboration as the major drivers of employee satisfaction. (Kashyap, Vohra, & Kaur, 2012) In their study 'Comparative Analysis of Organizational Culture: The Empirical study of IT Organizations in the Region of Mohali (Punjab, India)' showed that employees in different organizations perceived almost a similar pattern in OCTAPACE dimensions. (Subrahmanian, 2012) in the study 'Achieving high involvement & satisfaction through OCTAPACE culture in IT companies' revealed that OCTAPACE culture is overall good in the organization but some of its dimensions show a lower limit than the specified norms.

In the study (Kumari, 2013) reported that the overall OCTAPACE climate of the organization is encouraging where the top management knows the importance of employees and they build team spirit. In the study (Mittal, 2013) found that general climate, OCTAPACE and HRD mechanisms of the public sector bank is better than the private sector bank where the latter is suggested to make HRD subsystems more clear and adaptable with the varying needs of employees. (Wani, 2013) in the study category, the wise analysis revealed that OCTAPACE culture, general HRD climate, and HRD mechanism almost equally exists in the plant. (Babushe & Narendranath, 2013) in the study, the assessment of the extent of HRD climate, based on general climate, HRD mechanism, and OCTAPACE revealed that all the variables have a significant, positive and strong correlation with one another. (Solkhe, 2013) in his study found that there exists a significant correlation between organizational ethos and values and various components of OCTAPACE culture have a significant difference in the organization. (Neelam, Venkatachalam, & Tanksale, 2013) in their study found that samples do not have a significant difference in terms of preferred organizational values and beliefs with OCTAPACE culture dimensions. The study recommended the HR managers to consider this as an approach of prevention rather than cure.

'A Study of Organizational Climate and Culture in an Indian Nationalized Bank using an OCTAPACE Survey' conducted by (Jain, Mehta, & Bagai, 2014) discovered that OCTAPACE dimensions do not have equal significance in the organization in which Trust and Autonomy are the two dimensions which are falling towards the lowest side. The study recommended focussing on Openness, Confrontation, and Experimentation dimensions to make the organization more productive and effective. (Yadav, 2014) in the study discovered that the desired level of OCTAPACE values is not much high in sample universities where except openness rest all other values are desired to be greater than its prevailing level. In the study (Purohit, Patel, & Purohit, 2014) revealed openness as the highly perceived organizational values and collaboration and autonomy as the least practiced values. The study advised incorporating OCTAPACE culture values for effective organizational performance and effectiveness. (Dwivedi, Kaushik, & Luxmi, 2014) the study found that organizational culture has a significant impact on employee commitment where smaller BPOs have a higher significance than medium or larger BPOs. The study also revealed a significant relationship between employee commitment and all the dimensions of OCTAPACE except autonomy and openness. (Bapat, Soni, & Khare, 2014) in their study 'A Study of organizational dynamics through OCTAPACE culture in IT companies' found that an organization has varying OCTAPACE level and it differs significantly. (Kumar, 2014) in his paper found that the organizational objective of KIC can be attained in the presence of positive organizational cultural ethos of OCTAPACE having expectancy free and non-bossy leader, along with a good IT system.

(Neelam, Bhattacharya, Sinha, & Tanksale, 2015) in the study found that the most valued OCTAPACE cultural constructs among the polled IT employees were proaction, openness, trust, and experimentation. (Fukofuka & Loke, 2015) in the study discovered a strong positive correlation among seven constructs of OCTAPACE and it stated that organization has a high level of OCTAPACE culture would be more resilient and they move up together. (Panchamia & Petonjee, 2015) in their study found that all the cultural ethos in the power sector organization are valued above average where proaction is highly valued and authenticity is lowly valued.

(Harish, 2016) in his study 'Conceptual Review of OCTAPACE culture' examined various aspects of OCTAPACE culture prevailing in the organization and revealed a detailed explanation regarding the components of OCTAPACE culture and its possible outcomes. (Jain & Varghese, 2016) conducted a study to analyze the impact of organizational culture variables under OCTAPACE model on employees performance and satisfaction and found that organizational culture has a huge impact on satisfaction and performance level of employees. (Dharshini & Mehta, 2016) in the study found that regardless of employees' qualification, Confrontation ethos was perceived high and Autonomy and trust were perceived low. The study recommends QWL programs, Quality Circles, Informal Communication structure, diversity, and sensitivity training programs for employees to enhance OCTAPACE ethos in the organization.

In the study (Panchamia & Pestonjee, 2017) found that OCTAPACE ethos and other organizational variables are significantly related while structural organicity and perceived organizational support are insignificantly related. A Study of Organizational Culture: OCTAPACE Profile' work done by (Fatima, 2017) found that overall OCTAPACE level in the organization was fairly high and no significant difference exists in different zones except some variations found in Openness score. (Lapalika & Bhandari, 2017) in their study 'OCTAPACE Culture: A predictor of Faculty performance' found that employees are keen on building a strong organization culture having OCTAPACE values where their attrition rate is low due to the high level of satisfaction and morale in achieving the goals.

OBJECTIVES OF THE STUDY:

- i. To identify the values and beliefs mostly shared in the banking sector on the basis of eight OCTAPACE dimensions.
- ii. To examine the direction and degree of relationship among eight ethos of OCTAPACE culture in the banking sector.
- iii. To assess employees perception towards the overall level of OCTAPACE culture prevailing in the banking sector.

METHODOLOGY:

Primary and secondary data were used in the study. Primary data were collected from the employees working in the banking sector at Kottayam region, Kerala, using random sampling method. Official websites, Internet, Newspapers, the HR department of the organization, e-journals and other published sources constitutes secondary data. In order to collect data, the OCTAPACE profile questionnaires via Google forms was distributed to 50 bank employees with clear instructions to facilitate easy and accurate responses.

Octapace Instrument Profile:

The OCTAPACE Profile is a two-part questionnaire containing five statements for each eight ethos on a four-point rating scale, proposed by Professor Pareek (1994).

- ✓ Part 1 comprises 24 items having three statements each for the eight OCTAPACE values i.e. (8 variables*3 statements per variable) and the respondent point out how much each of the items is valued in the organization.
- ✓ Part 2 comprises 16 items having two statements for every eight OCTAPACE values i.e. (8 variables*2 statements per variable) and the respondent noted how widely each of the items is shared in the organization.

DATA ANALYSIS AND INTERPRETATION

- ✓ Reliability and validity measures

Reliability Statistics	
Cronbach's Alpha	N of Items
.946	8

Cronbach's alpha test conducted to know the reliability and consistency found as 0.946, which is more than 0.7, hence the instrument for the study is much reliable and consistent.

Objective 1:

Table 1: Showing Openness Parameter

Statements	Mean	Inter-Item Correlation Matrix				
		1	2	3	4	5
1. Free interaction among employees, each respecting others feelings	3.0000	1.000				
2. Genuine sharing of information, feelings, and thoughts in meetings	2.9697	0.605	1.000			
3. Free discussion and communication between seniors and subordinate	3.0000	0.507	0.671	1.000		
4. Effective managers put a lid on their feelings	2.6364	0.122	0.199	0.337	1.000	
5. Free and frank communication between various levels helps in solving problems	3.0303	0.737	0.522	0.540	0.134	1.000

Source: Primary Data

Interpretations: From the Table 1, it is found that employees give a rather low rating to Openness parameter in which ‘free and frank communication between various levels helps in solving problems’ were given high value in the organization followed by ‘free interaction among employees, each respecting others, feelings, competence and sense of judgment’ and ‘free discussion and communication between seniors and subordinates’. While ‘genuine sharing of information, feelings, and thoughts in meetings’ and ‘effective manager’s put lid on their feelings’ were given a slightly low rating. Among this openness parameter, the first statement shows a high positive correlation with the last statement but the least correlation with the fourth statement.

Table 2: Showing Confrontation Parameter

Statements	Mean	Inter-Item Correlation Matrix				
		1	2	3	4	5
1. Facing and not shying away from problems	3.0909	1.000				
2. Going deeper rather than doing surface-analysis of Interpersonal Problems	2.7576	0.409	1.000			
3. Facing challenges inherent in the work situation	3.0909	0.473	0.611	1.000		
4. Pass the buck tactfully whenever there is a problem	2.9091	0.286	0.229	0.384	1.000	
5. Surfacing problems is not enough; we should find the solutions	3.2424	0.282	0.575	0.286	0.170	1.000

Source: Primary Data

Interpretations: It’s clearly found in table 2 that confrontation is the parameter where employees are given a fairly high value in the organization. ‘Surfacing problems are not enough; we should find the solutions’ is the most widely shared belief in the organization. And ‘going deeper rather than doing surface-analysis of interpersonal problems’ is a belief that most people feel that only a few have this belief but it is highly positively correlated with ‘facing challenges inherent in the work situation’.

Table 3: Showing Trust Parameter

Statements	Mean	Inter-Item Correlation Matrix				
		1	2	3	4	5
1. Offering moral support and help to employees and colleagues in a crisis	3.1212	1.000				
2. Interpersonal contact and support among people	3.0000	0.552	1.000			
3. Confiding in seniors without fear that they will misuse the trust	2.7879	0.571	0.528	1.000		
4. Trust begets trust	3.0000	0.407	0.402	0.292	1.000	
5. When the chips are down you have to fend for yourself	2.8485	-0.178	-0.120	-0.041	0.355	1.000

Source: Primary Data

Interpretations: As per table 3, Trust is a parameter which is given rather low to fairly high values by the employees in the organization. Most of them believed that ‘Offering moral support and help to employees and colleagues in crises’ as the widely shared belief of the organisation and it is positively correlated to ‘confiding in seniors without fear and they will misuse the trust’ but negatively correlated to ‘When the chips are down you have to fend for yourself’. Parameters like ‘interpersonal contact and support among people’ and ‘Trust begets trust’ are given fairly high value in the organization.

Table 4: Showing Authenticity Parameter

Statements	Mean	Inter-Item Correlation Matrix				
		1	2	3	4	5
1. Congruity between feelings and expressed behaviour	2.6970	1.000				
2. Tactfulness, smartness and even a little manipulation to get things done	2.8788	0.427	1.000			
3. Owing up mistakes	2.7273	0.280	0.320	1.000		
4. Telling a polite lie is preferable to telling an unpleasant truth	2.6970	-0.093	0.181	-0.067	1.000	
5. People generally are what they appear to be	2.4242	0.086	0.187	0.544	0.208	1.000

Source: Primary Data

Interpretations: It is clearly evident from table 4 that employees were given a rather low value to the authenticity parameter in the organization. ‘Tactfulness, smartness and even a little manipulation to get things done’ are beliefs that are given high value but it is negatively correlated with ‘Telling a polite lie preferable to telling the unpleasant truth’. Moreover, ‘People generally are what they appear to be’ is given a low value but it shows a high positive correlation between ‘Owning up to mistakes’ which is given a fairly high value in the organization.

Table 5: Showing Proaction Parameter

Statements	Mean	Inter-Item Correlation Matrix				
		1	2	3	4	5
1. Preventive actions on most matters	3.0909	1.000				
2. Seniors encouraging their subordinates to think about their development and take action in that direction	3.0606	0.512	1.000			
3. Considering both positive and negative aspects before taking action	3.1515	0.495	0.611	1.000		
4. Prevention is better than cure	3.4242	0.529	0.393	0.377	1.000	
5. A stitch in time saves nine	3.2424	0.559	0.266	0.324	0.809	1.000

Source: Primary Data

Interpretations: It is found in Table 5 that most of the people in the organization believed proaction as the highly valued parameter. ‘Prevention is better than cure’ is the value which is given high rating followed by ‘A stitch in time saves nine’ and they shows high positive correlation within the organization. ‘Preventive actions on most matters’ and ‘Seniors encouraging their subordinates to think about their development and take action in that direction’ were given slightly low rating by the employees.

Table 6: Showing Autonomy Parameter

Statements	Mean	Inter-Item Correlation Matrix				
		1	2	3	4	5
1. Taking independent action relating to their jobs	2.9091	1.000				
2. Close supervision of, and directing employees on action	3.0909	0.166	1.000			
3. Obeying and checking with seniors rather than acting on your own	3.1818	0.094	0.351	1.000		
4. Freedom to employees breeds indiscipline	2.7273	0.254	0.035	-0.071	1.000	
5. A good way to motivate employees is to give them autonomy to plan their work	2.9091	0.623	0.261	0.178	0.310	1.000

Source: Primary Data

Interpretations: It is clearly evident in table 6 that Autonomy is a parameter which is given fairly high value in the organization. ‘Obeying and checking with seniors rather than acting on your own’ and ‘Freedom to employees’ breeds indiscipline’ are negatively correlated in which the former is highly valued and later is valued low by the employees in the organization. And most of the people were given fairly good value to ‘Taking independent action relating to their jobs’ and ‘a good way to motivate employees is to give them autonomy to plan their work’ in the organization.

Table 7: Showing Collaboration Parameter

Statements	Mean	Inter-Item Correlation Matrix				
		1	2	3	4	5
1. Teamwork and team spirit	3.3333	1.000				
2. Accepting and appreciating the help offered by others	3.0909	0.655	1.000			
3. Performing immediate tasks rather than being concerned about large organizational goals	2.8485	0.319	0.268	1.000		
4. Usually, emphasis on teamwork dilutes individual accountability	2.7273	0.409	0.386	0.264	1.000	
5. Employees involvement in developing an organization's mission and goals contributes to productivity	3.2121	0.776	0.578	0.341	0.453	1.000

Source: Primary Data

Interpretations: Table 7 shows that parameter collaboration is given fairly high in the organization. ‘Teamwork and team spirit’ and ‘Employee's involvement in developing an organization's mission and goals contribute to productivity’ shows a high positive correlation and have high value in the organization. ‘Accepting and appreciating the help offered by others’, ‘Performing immediate tasks rather than being concerned about large organizational goals’ and ‘Usually, emphasis on teamwork dilutes individual accountability’ are the parameters which are given a slightly low rating in the organization.

Table 8: Showing Experimentation Parameter

Statements	Mean	Inter-Item Correlation Matrix				
		1	2	3	4	5
1. Trying out innovative ways of solving problems	3.0303	1.000				
2. Encouraging employees to take a fresh look at how things are done	3.0606	0.789	1.000			
3. Making genuine attempts to change behavior on the basis of feedback	2.9394	0.648	0.538	1.000		
4. Thinking out and doing new things tobes up the organization	3.0909	0.496	0.593	0.455	1.000	
5. In today's competitive situations, consolidation and stability are more important than experimentation	3.1212	0.466	0.442	0.522	0.412	1.000

Source: Primary Data

Interpretations: Table 8 clearly illustrates that experimentation is the parameter which is highly valued in the organization. ‘In today's competitive situations, consolidation and stability are more important than experimentation’ were given high value followed by ‘Thinking out and doing new things tones up the organization's vitality’. ‘Encouraging employees to take a fresh look at how things are done’ and ‘Trying out innovative ways of solving problems’ are the parameter which is highly correlated and have fairly high value in the organization.

Objective 2:

Table 9: showing Inter-Item Correlation Matrix

	O	C	T	A	P	AU	CO	E
Openness (O)	1.000							
Confrontation (C)	.765	1.000						
Trust (T)	.842	.831	1.000					

	O	C	T	A	P	AU	CO	E
Authenticity (A)	.544	.499	.484	1.000				
Proaction (P)	.707	.801	.714	.393	1.000			
Autonomy (AU)	.556	.678	.653	.477	.734	1.000		
Collaboration (CO)	.885	.774	.883	.429	.719	.582	1.000	
Experimentation (E)	.844	.768	.806	.398	.786	.678	.840	1.000

Source: Primary Data

Interpretations: From Table 9, it is evident that the entire eight OCTAPACE ethos have significant correlation among in the organization. It is found that Openness have positive correlation between Trust ($r = 0.842$), Experimentation ($r = 0.844$) and Collaboration (0.885). Among them, Collaboration parameter shows a highest positive correlation with Openness and Trust which indicates that freedom in sharing thoughts and feelings openly and giving and asking help to and from others bring a higher level of empathy and trust in the organization and which will enhance the level of creativity of the employees.

Confrontation factor showed high positive correlation with both Trust ($r = 0.831$) and Proaction ($r = 0.801$). It suggests that higher level of empathy and trust among the employees enable them to confront the problems and sensitive issues instead of hiding back and to take preventive actions, initiative, and compute the outcome of alternative actions if needed. It is found that the Trust and Experimentation with the coefficient value $r = 0.806$ are highly positively correlated, which depicts that sense of assurance and trust among the employees' will enhance them to experiment in the organization and to maintain an environment which encourages creativity and innovation. It is also evident from the correlation matrix that Collaboration and Experimentation ($r = 0.840$) are positively correlated which means improved communication, team efficacy, more involvement of employees, more joint decisions, productive meetings, and optimum resource sharing will make the employees more creative and innovative in the organization. Apart from these highly positive correlations as per Inter-item correlation matrix, the eight dimensions of OCTAPACE culture also showed moderate to the low level of correlation in the organization.

Objective 3:

Table 10: showing tentative norms suggested by Pareek (2003)

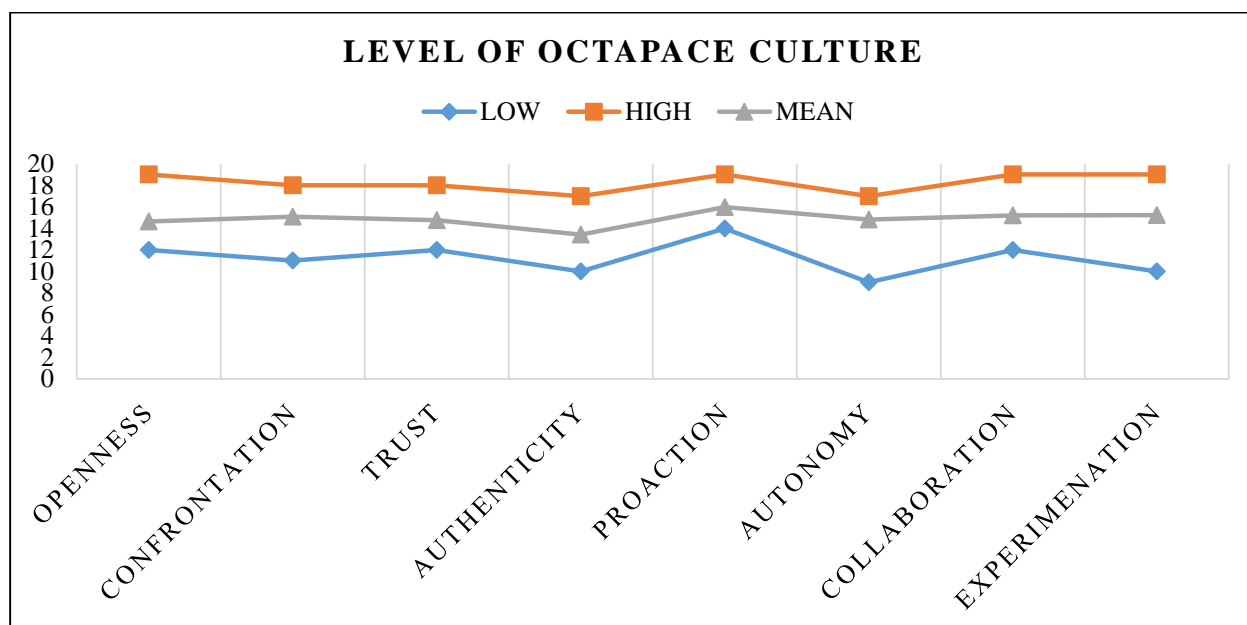
Octapace	Low	High
Openness	12	19
Confrontation	11	18
Trust	12	18
Authenticity	10	17
Proaction	14	19
Autonomy	9	17
Collaboration	12	19
Experimentation	10	19

Table 11: showing Descriptive Statistics

	Mean	Std. Deviation
Openness	14.6364	3.26744
Confrontation	15.0909	2.94070
Trust	14.7576	2.68130
Authenticity	13.4242	2.65789
Proaction	15.9697	3.06681
Autonomy	14.8182	2.57942
Collaboration	15.2121	3.14998
Experimentation	15.2424	3.29801

Source: Primary Data

Figure 1: showing the Overall level of OCTAPACE Culture



Source: Primary Data

In this study, it is clear from figure 1 that the researcher attempt to give an analytical picture of employees' insights towards the overall OCTAPACE level prevailing in the Banking sector. As per the standard norms, scores below 'low value' are regarded as 'requires improvement', scores above 'high value' are regarded as 'excellent' and scores between low and high value are regarded as 'very good'. According to the tentative norms suggested by Pareek (2003), the overall score of an organization can vary from the lowest score of 90 to the highest score of 130. The comparison of tentative norms (as per Table 10) with a mean value of OCTAPACE dimensions (as per Table 11) of banking sector revealed that Proaction, Experimentation, and Collaboration are much satisfactory in the banks as its score lies in higher range relate to other dimensions.

The study found that pro-action ($M = 15.9697$) is at a higher level in the organization than any other OCTAPACE dimensions. This meant that employees in the banking sector take preventive actions, initiatives and calculates the outcome of an alternative cause before it arises. The mean score of pro-action is followed by experimentation ($M = 15.2424$) shows that the organization encourages ideas, creativity, and new processes among employees and give them sufficient space for their innovative methods in problem-solving. Mean score of collaboration ($M = 15.2121$) illustrates that employees work together as a team and give help and ask help from others which leads to productive meetings and team efficacy.

Confrontation ($M = 15.0909$) shows that employees have clarity in their roles and they work jointly to face problems and resolve sensitive issues instead of staying back. Autonomy ($M = 14.8182$) in the organization states that people can freely plan and act in their own sphere without seeking permissions from a higher authority. The Mean score of trust ($M = 14.7576$) shows that there exists a medium level of mutual understanding and empathy among the employees in various departments and divisions of the organization. It was then followed by the mean score of openness ($M = 14.6364$), which specifies that employees can express and share their feelings and thoughts openly without defensiveness. The mean score is least for the Authenticity ($M = 13.4242$) as it indicates the equivalence of 'what one feels, says and does in the organization'.

Standard Deviation:

"Standard deviation measures the dispersion of the values of the variables relative to the mean of the distribution. It showed with a great deal of accuracy how far the individual items departed from the average or the mean".

Table 12: showing the standard deviations in ascending order of dispersion of variables distributed in the banking sector.

Variables	Std. Deviation	
Autonomy	2.57942	Minimum Dispersion from the mean
Authenticity	2.65789	The dispersion was next to Autonomy.

Variables	Std. Deviation	
Trust	2.68130	Next to Authenticity
Confrontation	2.94070	Next to Trust
Proaction	3.06681	Next to Confrontation
Collaboration	3.14998	Next to Proaction
Openness	3.26744	Next to Collaboration
Experimentation	3.29801	This variable showed the maximum dispersion from the mean

CONCLUSION:

OCTAPACE culture plays a vital role in the performance of the employees and that has a great effect on the banking services which is providing to the customers. In order to survive in these challenging world, it is necessary for an organization to promote strong organizational climate and healthy work environment to make its employees innovative, professional and smart. Employees are the crucial element in an organization so making them feel good is essential for its development. Thus, the management should work for promoting the conducive organizational climate that develops the culture of openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, and experimentation.

The management should promote their employees to express their feelings, opinions, and ideas, to each other without barriers. As a result, there should be more productive meetings, unbiased performance feedback, and improved execution of systems and innovations. The employees should be given adequate training in developing confrontation abilities to solve any interpersonal problems bravely without finding escape routes so that it maintains a peaceful environment in the organization. Management should encourage trust factor in the organization through respecting each other, timely support, reduced stress and simplification of procedures which will lead to effective delegation and improved productivity. The management should promote a high level of authenticity in the organization implying that 'what it says, it means and what it means, it says'. It can be enhanced by trusting the words of the employees in the true spirit and accepting them at their face value.

The culture of pro-activity should also be encouraged by the management by involving employees to anticipate the problems and find healthy arrangements for solving them well in advance which helps to maintain a strong organizational climate. It is necessary for an organization to maintain a level of autonomy through a sense of belongingness and responsibility among employees to enjoy their power. A higher degree of collaboration should be promoted by encouraging team efficacy and maintaining a friendly atmosphere and coordination in the organization. Management should give sufficient space to their employees to try innovative approaches to deal with problems and to be creative. Thus, the management should build a culture that is ingrained in the OCTAPACE values that can facilitate in creating an organization that is responsive, nimble, and alive to changes. The study suggests that there is a scope for further improvement in sample size and sample organizations in various sectors across the world.

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