IMPACT ON OCTAPACE IN THE MANUFACTURING INDUSTRY IN CHENNAI, TAMIL NADU

Louis Mathias YL[1], Dr. N. Santhosh Kumar[2]

Abstract

The main objective of the study is to measure and identify the impacts of OCTAPACE culture in the selected manufacturing companies towards achieving high involvement and satisfaction at various dimensions. Understanding organizational culture improvises the operational effectiveness and development within an industry. For this study, OCTAPACE profile questionnaire was administered to two selected manufacturing companies' viz., Aaropna Protesi Private Limited situated in Gowriwakkam, Chennai and ADWIK Intellimech Private Limited situated in Sembakkam Chennai. A total of 80 responses were selected for the study. The result shows that the Technical personnel and Non-Technical personnel distinguish the OCTAPACE culture in their own dimensions and their involvement and satisfaction values have drastic variation. The study resulted in identifying the weaker aspects of OCTAPACE in terms of involvement and satisfaction that prevails in the organization. On completion of the diagnosis of the existing OCTAPACE culture, the management can initiate enhancement plans to patch up the identified weaker features in the organization, on the basis of the extent of correlation between the diverged elements of OCTAPACE profile, thus dawning for achieving high involvements and sustain a better organizational ethnicity to accomplish the desired vision and mission of the company on a long term basis.

Keywords: OCTAPACE, Manufacturing Industries, values, involvement

[1]Research Scholar, SRM Faculty of Management, SRMIST
[2]Research Supervisor, Associate Professor, SRM Faculty of Management, SRMIST

1. Introduction

The concept of organizational culture started to pitch its reality since 1980s. OCTAPACE culture is witnessing importance in recent times because of its impact on performance of the human resource and satisfaction of the organization. Understanding this concept helps to increase the organizational efficiency and growth. It also helps in developing a strong corporate identity, reflecting a system of shared meaning in the industry. It comprises beliefs, values and norms along with assumptions that are shared by the team of members working for that organization. This culture shapes the human thought and behavior in the system representing the symbolic distinctiveness an organization. The notion of globalization implemented on the perspective of trade and commerce has opened enormous opportunities of expansion and growth, profit making, and self esteem. On contrary, globalization may result in the occurrence of serious threats in terms of endurance of the organizations, particularly in the developing countries. Organizations struggle in these dynamic circumstances continuously strive in search of strategies that could provide them with a resolution to survive, sustain and eventually to grow and set a pioneer model to their prospective competitors. In common terms, it is widely renowned that diverse organizations from inception have adapted unique cultures, carried forward from their tradition, history and formation of the organization, that builds up their own culture giving a sense of distinctiveness.

OCTAPACE CULTURE

Organizational culture includes principles, morals, attitude, approach, standard, culture, environment, upbringing, and tradition. Udai Pareek discovered that the concepts related to Culture have the possibilities of being multilevel concepts. The core level concept is the values of organizations, that provides unique identity to that entity. This is the basic philosophy of the any amalgamation. Philosophy or ethos is "underlying character of a company is the root of the culture" defined by Pareek. The second level concept is environment, which is defined as the perceived attributes of an organization and its members, teams and issues. The third level concept relates to attitude, which is the distinct factor that affects the development of an individual or an organization.

EIGHT DIMENSIONS OF OCTAPACE

Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration, and Experimentation are the eight dimensions of OCTAPACE culture which are now mandatory to construct a strong and thriving organization. It is experimentally proven that organization culture

with OCTAPACE values has greater chances of achieving high involvement and satisfaction, team work, growth and free flow of communication within the organization.

Openness: Interact among teams and within the organization without any hesitation, termed as freedom to communicate. Receive feedback and giving ideas to suggestions, encouraging team members with strong values. It supports in implementing innovative systems and easy interaction among team mates and clarity in setting objectives.

Confrontation: Boldly facing the challenges and problems without shying away. Improvised training to solve difficult situations and provide clarity to team discussions that can resolve problems hazel free.

Trust: Preserving the privacy of information of the company and the individuals dealing with the company. Higher understanding of procedures within the organization with precise knowledge reducing stress and simplify procedures.

Authenticity: Egalitarianism between the feel and expression. Approaching freely within the team or groups to improve interpersonal communication to erase distortion in communication.

Pro-Action: Preventive action to preplan something and take own initiative to avoid inconvenient consequences within the organization system and plan actions at immediate concerns.

Autonomy: Freedom to plan and act in own sphere this will develop mutual relationship and will reduce time in cross verifying with the senior staff in the management.

Collaboration: Mutually providing and accepting support from others in team. **A**ppropriate task with improved communication network will enhance resource sharing.

Experimentation: Implementing and cheering innovative approaches to solve troubleshoots. New product development, possibilities of innovative methods and procedures will get initiated.

AAROPNA PROTESI PRIVATE LIMITED:

This Company is a major partner for growth of Tamil Nadu since 2009, entered in manufacturing of Machinery and Equipment with a technology transfer agreement and joined hands directly with Ministry of Industries and Commerce, and started strengthening Tamil Nadu State's infrastructure development. Aaropna Protesi Private Limited was set to establish a world-class manufacturing plant in Gowriwakkam, near Chennai to cater the demand of Medical and Navigating equipment to the country. The company supports the core business of high essential commodity sectors of the economy by delivering high end technology, quality and reliability equipments to its customers. The company also has spare parts distribution centre, product support and service centres, Front

Line Offices, Design and Development centres and Stock Depots in strategically locations. Its authorized share capital is Rs. 1,000,000 and its paid up capital is Rs. 100,000. The core operations of the company is Manufacture of medical appliances and instruments and appliances for measuring, checking, testing, navigating and other purposes except optical instruments. (Source https://www.zaubacorp.com/company/Aaropna-Protesi-Private-Limited/U33130TN2009PTC074071)

ADWIK INTELLIMECH PRIVATE LIMITED: Adwik Intellimech Private Limited, set up in 2017, invests in manufacturing of Machinery and Equipment for household appliances and domestic appliances, and creating value in the core sectors of Manufacturing & Retail. Key to Adwik Intellimech Private Limited phenomenal turnaround has been a gradual shift from being commodity product makers to becoming a company that is propelled by the strength and premium appeal of value-added products that have impeccable quality and are supported by strong customer relationships. Over the last few years, the company has invested in world-class technology and processes to make sure it can supply its customers with exactly the kind of domestic appliances they need-be it hot rolled and cold rolled appliances, or major and small domestic appliances, or refrigerators to washing machines, or specialty networking equipments that can be used in domestic components, white & yellow goods, or even recycled products. This is why Adwik Intellimech Private Limited new marketing mantra for its customers is "Home Appliances… the way you want it." Adwik Intellimech Private Limited today offers more than 300 different products of home appliances that are attuned to the needs of niche customers. In the year ending 31 March 2019, the share of value-added steel was 50% of the total production. These "new products", the moniker that the company use to define the value-added grades in its FY'16-17 R&D Annual Report, are mostly import substitutes for various high-end critical segments. In line with the Hon'ble Prime Minister's call to "Make in India", they are part of Adwik Intellimech Private Limited efforts to help OEMs reduce their dependence on European or American importing spares and technology by adapting a more cost-effective alternative of world-class quality.
(Source: https://www.zaubacorp.com/company/ADWIK-INTELLIMECH-PRIVATE-LIMITED/U29309TN2017PTC115660)

REVIEW OF LITERATURE
Interpreting and understanding organizational culture, **Schein (1992)** defines that "Organizational culture is the key to organizational excellence... and the function of leadership is the creation and management of culture" is an important activity for managers and consultants because it affects productivity, strategic development and learning throughout the organizations growth.

Cameron and Quinn (1999) clarify that the core competences and the strategic intentions are prerequisites to organizational adaptability, while designing strategies to achieve high involvement of employees and job satisfaction through OCTAPACE culture. This will act as a diagnostic instrument to identify the core organizational culture values especially in effectively managing organizational changes.

Haines (2000) found in his study that each individual's beliefs are translated into personal values which are expressed collectively will shape an organization's culture. Mohe (2008) derived that culture plays a significant role in every individual firm, which is evident that each is built with its own culture.

Feza Tabassum Azmi and Richa Sharma (2007) conducted a study was on comparing the organizational culture of companies in the Banking and Manufacturing sectors in India using OCTAPACE profile. They arrived on results that the mean score of IT companies on openness, pro-action, experimentation have higher values; on contrary the banking sectors have high values on rest of attributes. The results also proved that organization within an industry will have similar cultural values.

Comparative study in the universities of Jammu & Kashmir conducted by **Mufeed and Gurkoo (2007)** found that the pro-active value of employees as unfavorable. Since Employees are action–oriented, willingness to take initiative actions to participate pro-actively is showing a very low value. They presume the issues and their proactive action will have negative consequences in the future.
Krishna and Rao (1997) surveyed the organizational climate of the BHEL and results revealed that the environment of "Openness" works well among the middle and senior staff in the company. Rohmetra (200) conducted a study with banking sector of J & K space for determining the HRD climate resulted in the organizational environment does not work well for employees. Alphonsa (2001) discovered a very good level of openness in the private hospital of Hyderabad. Mangaraj (1999) studied the HRD system in the Rourkela steel plant, discovered that the attribute of employee's openness and opportunities to express their opinions are successful. **Rainayee (2002)** in

his empirical study of the OCTAPACE culture in commercial banks found the 'SBI' successful in facilitating the culture and the norms to its employees.

S.A. Mufeed and S.N.Rafai (2013) conducted a study on the Need for OCTAPACE culture in manufacturing sector, to measure the prevailing culture within the organization and to identify the factors that promote organizational effectiveness among staffs. This study concluded that high OCTAPACE profile will certainly contribute to high and organizational effectiveness and organizational dynamics.

The Total Productive Maintenance (TPM) implementation process, explored by **Srivastav S. K and Srivastava. P (2014)** proved that the initiative of successful TPM is a continuous process of a firm and it reflects on the employees performance. Therefore OCTAPACE culture plays the key role in increase the performance of the company to achieve the TPM.

T. Herakovich (2016) studied the relationship between ethical work climate (OCTPACE) and organizational culture in public organizations. The results of OCTAPACE profile used in the study revealed that the organizational culture is the critical factors in public organizations that account for cultural differences that empowers the workforce to participate in significant decision making.

IMPORTANCE OF THE STUDY

The need to diagnose and manage OCTAPACE culture in this study is important because of an increasing need to achieving high involvement of employees and job satisfaction through OCTAPACE culture. As structural changes are in queue to occur, for instance; consolidating units or downsizing and outsourcing business processes or merging with a new venture will eliminate parts of the organization. The importance to understand the prevailing OCTAPACE culture is also partly a result of the increasing complexity, and unpredictability faced by the organizations in the operations environment.

The concept of understanding the organizational culture is important when attempting to manage a wide change in the organization. Practitioners are realizing that, despite implementing structured plans, an organizational change must comprise of changing the processes, and also changing the corporate culture.

While organizational culture is given more emphasis and prominence; competition, dynamic changes and pressure increases for organizations. This is because, ironically, organizational culture creates both stability and adaptability for the company. It creates stability by sustaining the employees to hold consensual values and principles

to follow when designing strategies to achieve high involvement of employees and job satisfaction through OCTAPACE culture.

OBJECTIVES OF THE STUDY

The study has been undertaken with the following objectives:

1. To measure the dimensions of the organizational culture at cross-functional levels.
2. To identify the perception level of the OCTAPACE culture prevailing in the two selected manufacturing units.
3. To analyze the Technical staff and Non-technical staff of the organization on how they recognize the OCTAPACE culture.

Thus, the study attempts to uncover the culture of the organization and how to achieve high involvement and satisfaction through OCTAPACE.

HYPOTHESIS

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

H01: There is no significant difference in the dimensions of the organizational culture in the manufacturing units under study.

H02: There is no significant difference in the OCTAPACE culture between the two manufacturing units.

H03: There is no significant difference in how the Technical staff and Non-technical staff of the organization recognize its culture.

2. Research Methodology

Research Design

A quantitative exploratory research is conducted to understand the relationship between the dimensions of the organizational culture at cross-functional levels and the perception level of the OCTAPACE culture prevailing in the two selected manufacturing units. Both primary and secondary research methods are used. For secondary research, relevant research articles, HR practices blogs, Newspapers and journals, annual reports were reviewed. For primary research, online surveys were conducted.

Population and Sample

Quantitative method is applied in this study to statistically test the causal relationship among the identified variables through hypothesis testing. The research seeks to identify the key determinants of OCTAPACE culture and the existing dimensions of the organizational culture at cross-functional levels within the manufacturing companies. The data were gathered using structured questionnaire, designed in Google-Forms and disseminated online (survey) to employees at 2 manufacturing facilities in Chennai.

Sample size: The samples were targeted from Manufacturing units / Manufacturing Process industries to fit precisely on the objectives range. A total of 200 emails with the questionnaire was disseminated; a total of 80 duly filled in (n=80) survey forms were finally included in the study. The collected data were analyzed and computed using SPSS version 21.

Study Area: The study was undertaken in Chennai, which is the capital city of Tamil Nadu, where top notch manufacturing companies are located. Two manufacturing companies were selected; Aaropna Protesi Private Limited situated in Gowriwakkam, Chennai and ADWIK Intellimech Private Limited situated in Sembakkam Chennai to collect data.

Research Instrument: Quantitative questionnaire developed by Udai K.Pareek (2007) has been used for the present study. The OCTAPACE profile is an in-depth 40 items instrument probing the entire profile of the organization's ethos representing in eight values, viz., openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation. The rationale of an organizational culture questionnaire is to generate a widespread picture of the established values in an organization and the views of the workforce.

Research Tools: Analysis such as mean, standard deviation, coefficient of variation and correlation were also done along with an independent sample t-test to investigate the hypotheses. Microsoft Excel and statistical software SPSS (Statistical Package for Social Sciences) have been used to analyze the data. Cronbach Alpha Method and ANOVA Test was used to decipher the validity and reliability test.

Validity and reliability of data: Descriptive statistics which involves percentage, graphical representations and illustrations were purposefully applied in data and analysis. Logistic Regression was used to analyze the collected data. Using Cronbach Alpha Method, a coefficient of 0.87 was obtained for the reliability of the instrument. The mean and standard deviation were calculated discover results for the research questions. ANOVA was used to test the hypotheses at 0.05 significance level.

DATA COLLECTION

The study focuses on organizational culture experienced by manufacturing industry employees (Technical and Non-Technical personnel) and the cultural pattern in the two organizations selected for this study. In order to collect data, a questionnaire based on the OCTAPACE profile was administered to all employees (ranging from technical to non-technical) senior and junior managers, accountants, marketing executive, administration staff, R&D staff, hospitality staff, and engineers in the selected organizations. Out of 200 questionnaires, only 120 were returned. Of these, **80** questionnaires found to have complete information and those have been used in the present study.

3. Analysis and Discussion

The purpose of this study is to produce a comprehensive picture of the existing values in the manufacturing industry and the personal views of the employees. The overall culture of the organization as well as the elements of ethos has been included to test the hypothesis.

Table 1 represents the univariate description statistics calibrated using the SPSS to explore the key discussion of the organization's culture. Also the mean and standard deviation of OCTAPACE regarding the culture of the organization 'A' and 'B', are represented here.

TABLE-1 RECOGNITION OF ORGANIZATION CULTURE BY THE EMPLOYEES OF BOTH COMPANIES

	A Aaropna Protesi Private Limited				B ADWIK Intellimech Private Limited			
	Std.	Mean	Variation	Rank	Std.	Mean	Variation	Rank
Openness	1.809	17.24	0.13091	II	1.345	18.24	0.08433	I
Confrontation	1.821	16.01	0.12381	III	2.380	14.99	0.15266	III
Trust	2.312	15.64	0.13705	IV	1.773	12.89	0.12492	VI
Authenticity	1.639	13.23	0.14320	VII	1.464	11.86	0.13384	VII
Pro-action	4.091	18.42	0.22086	I	1.464	16.46	0.09130	II
Autonomy	1.869	12.06	0.15289	VIII	2.193	11.34	0.17264	VIII
Collaboration	2.117	15.59	0.11492	V	1.528	13.00	0.10353	VI
Experimentation	1.746	13.95	0.16678	VI	2.795	13.15	0.18266	V

(Source: Primary Data)

In organization A, the aspect of pro-action (M=18.42) sustaining existence in the organization

at a higher level compared to any other facet. This meant that people in the organization A are given the liberty to take their own preplanning and initiative, precautionary action calculating their powers and authorities for initiatives to fulfill an alternative cause before pitching into action.

The mean score of the existence of the pro-action is pursued by the factor openness (M=17.24), which indicates that employees at various levels can freely express their views and thought, and share them confidently. It is very well proven that the floor space is being shared by all colleagues equally at different levels within the organization.

The analysis reveal that the mean for the autonomy (M=12.06) is at the least, which proves that the employees experience comparative freedom to sketch and perform in their own areas of expertise. Experimenting (M=13.95) proves that the organization A encourages all of its employees to innovatively approaches the problems and to solve using the feedback for planning and implementing with encouragement and creativity.

Table 1 also shows the coefficient of variation of the OCTAPACE elements. In general, the lower coefficient of variation is always the better in

nature. As per the analysis results listed here in the table, the dimensions in the organization A; the positions of authenticity, experimentation and confrontation, improves towards the level of culture in the organization when standard deviation is comparatively considered for concern.

The analysis of organization B, with respect to the dimensions of organization culture, the result prove that openness (M=19.24) stays in the highest position, followed by pro-action (16.46), confrontation (M=14.99), experimentation (M=13.15), and trust (M=12.89). Autonomy (M=11.34) has least mean score, makes us understand that employees experience comparative liberty to take their own preplanning and initiative in their respective departments. On the other hand, the other dimensions such as the collaboration, authenticity and trust, the position improvises towards the degree of organization culture when standard deviation is taken into account.

Thus null hypothesis (H01) is rejected and alternative hypothesis is accepted. Therefore, there exists a significant difference in the dimensions of the organizational culture in the man2ufacturing units under study.

TABLE-2 MEAN SCORES COMPARISON OF OVERALL CULTURE

OCTAPACE	A Aaropna Protesi Private Limited	B ADWIK Intellimech Private Limited	t-values
Mean	16.232	15.125	2.563*
Variation Coefficient	0.077	0.072	
Std. deviation	1.297	1.215	

(Source: Primary Data)

Comparisons of mean scores, overall OCTAPACE culture among the two organizations under study are displayed in the above table 2. The mean scores show the very existence of the OCTAPACE culture on the basis of the organization cultural profile. The mean score (M = 16.326) of the organization A is better than the mean score (M = 15.125) of the organization B. The result shows that the eight important values relevant to the establishment building i.e., openness, collaboration, authenticity, pro-action, experimentation, trust, autonomy, and experimentation, do very much exists more in the organization A than in the organization B. This is

also proven after comparing the coefficient of variation.

While implementing the results of the independent sample t-test to examine the existence of any significant differences in the OCTAPACE culture among the two organizations, the t-value of 2.563 rejects the null hypothesis (H02) and thus accepts the alternate hypothesis, i.e., there exists a significant difference in the OCTAPACE culture between the two manufacturing units.

Table-3 describes the opinion of the values of the OCTAPACE culture among the technical and non-technical employees of the organizations.

TABLE-3 MEAN AND STANDARD DEVIATION OF THE LEVEL OF PRESENCE OF OCTAPACE CULTURE – COMPARISON OF TECHNICAL AND NON-TECHNICAL EMPLOYEES

Variables	Technical Staff		Non-Technical Staff		t-values
	Mean	std. deviation	mean	std. deviation	
"A" Aaropna Protesi Private Limited					
Openness	16.89	2.361	17.43	1.775	–0.688
Confrontation	17.44	1.844	16.87	1.895	0.731

Trust	16.89	2.572	16.57	2.385	0.364
Authenticity	13.78	2.433	14.37	1.377	−0.96
Pro-action	19.11	1.933	18.6	4.676	0.425
Autonomy	15.21	1.836	13.8	1.889	1.833
Collaboration	16.44	2.606	16.77	2.129	−0.296
Experimentation	17.11	1.637	15.6	1.773	2.577*

Variables	Technical Staff		Non-Technical Staff		t-values
	Mean	std. deviation	mean	std. deviation	
"B" ADWIK Intellimech Private Limited					
Openness	18.12	0.916	16.15	1.002	2.8328*
Confrontation	16.25	2.729	15.67	2.617	0.255
Trust	15.50	1.832	14.01	1.832	1.334
Authenticity	14.12	0.000	13.67	2.617	0.284
Pro-action	17.25	0.857	16.33	2.182	0.786
Autonomy	13.25	0.857	13.02	3.705	0.1327
Collaboration	13.75	1.808	14.33	1.627	−0.443
Experimentation	16.51	3.001	13.33	1.254	1.732

(Source: Primary Data)

The value of openness has been recognized by the executives and non-executives in the organization A at an average level of 16.89 and 17.43, respectively. Similarly in the organization B, the technicians and non- technicians represented the level of openness at 75% to 76%. A view of the mean scores on the value of authenticity across the two organizations reveals a reasonably reduced climate. Both technical and non-technical employees recognize the variable to extremely deprived scores, this is because there is less similarity between what employees say, feel and execute. The technical and non-technical representatives in the organization A has recognized the existing level of trust and collaboration at a level ranging from 80% to 82%. It implies that there exists a good level of trust and collaboration is prevailing, whereas in organization B, trust is prevailing at an average level while an inferior score of collaboration is perceived by both technical and non-technical personnel. Employees of both organizations recognize the presence of experimentation at a satisfactory level. This may be due to the fact that the employees are engaged more in the area of research and development in manufacturing organizations.

Comparison of mean score is not sufficient to explore the significant differences between the technical and no-technical employees group; therefore an independent sample t-test is applied to test the significant differences among the job categories, already displayed in Table 3. The t-statistics demonstrate (Table 4) that there exists a significant difference between the awareness of the technical and non-technical employees merely in respect of experimentation in the organization A and in openness in the organization B.

TABLE-4 MEAN SCORES COMPARISON OF OVERALL CULTURE AMONG ORGANIZATIONS

	Mean score for OCATAPACE culture		
	Technical	Non-Technical	t-statistics
A - Aaropna Protesi Private Limited	15.683	15.352	0.737
B - ADWIK Intellimech Private Limited	14.663	13.642	1.435

(Source: Primary Data)

The mean score of the overall OCTAPACE culture from the viewpoint of technical and non-technical executives are displayed in the above table 4. The t-statistics of 0.737 (not significant) for the organization A and 1.435 (not significant) for the organization B shows that the employees do not differentiate in the opinion of organizational culture in terms of their positions occupied in the organization. This therefore, accepts the null hypothesis (H03) there is no significant difference in how the Technical staff and Non-technical staff of the organization recognize their own respective cultures in their organizations. It will appropriate to

refer the findings in the study Pattanayak and Niranjana (2005) which proved that employees do not differentiate in their perception of organizational culture in terms of their job positions occupied in the chain of command.

TABLE-5 - MEAN SCORES COMPARISON OF OVERALL CULTURE AMONG ORGANIZATIONS

	Mean score		
	"A" Aaropna Protesi Private Limited	B ADWIK Intellimech Private Limited	t-values
Openness	17.24	19.24	0.329
Confrontation	16.01	14.99	1.378
Trust	15.64	12.89	1.844
Authenticity	13.23	11.86	0.756
Pro-action	18.42	16.46	1.281
Autonomy	12.06	11.34	1.287
Collaboration	15.69	13.00	2.725
Experimentation	13.95	13.15	0.821
* level of confidence (p < 0.05) Significant at 95%			

(Source: Primary Data – Ref: Validity and Reliability test)

The above table 5 focuses on the results of the study presented in a comparative manner to evident the cultural profile of two organizations from the manufacturing industry. The mean scores on OCTAPACE culture is taken from the organizations under study for this purpose. t-values, exhibited in table 5 reveal that except for collaboration, there is no significant difference exists between the two organizations in relation to the presence of various aspects of the OCTAPACE culture and therefore null hypothesis (H03) is accepted.

Suggestions:

The present study attempted to expose the organizations culture of the manufacturing companies under study. The mean scores of the Aaropna Protesi Private Limited 'A' performs better than in the ADWIK Intellimech Private Limited 'B'; however the employees recognize almost similar pattern in which the various values exist in the both organization. The technical staff understands that there is a reasonable prospect to use and encourage the innovative approaches to solve problems while the non-technical staff understands the same concept at a lesser scale. The findings reflect that the technical and non-technical employees do not distinguish in the perception of organizational culture in terms of their job positions held in the organization. It is suggested that both the organizations should install their own unified work culture, which can become strong enough to convince its employees to recognize uniformly irrespective of their job positions, duties and roles in the organization.

Some of the OCTAPACE dimensions such as confrontation, autonomy, authenticity and experimentation in organization A are closer to the lower norms of the value of the organization B. Openness in the organization A is at the higher level, this shows that there is freedom to communicate with in the organization. Confrontation is near to the lower norms in organization B, which specify that employees are not facing the problems and clarity in problem solving is low among employees. Trust among the employees organization of A is at the higher level which suggests that there exists mutual understanding between them. Authenticity is nearer to the lower norms which suggests that in organization B the trust among employees is not extended to delegating work and responsibility among them. Pro-action is at the higher level in organization A which depicts that the preplanning and futuristic thinking exists in the organization. Autonomy is nearer in organization B to the lower norms of the employees proves that employees are given freedom to take decisions. Mean scores of Collaboration depicts that employee's team up for involvement with high team spirit and people support each other in solving problems. Experimentation is at the higher level at both organizations which represents that the top management supports and encourages employees to participate in innovative ideas and suggest new methodologies and strategies which is essential for every manufacturing company. Openness and trust are at moderate level at both organizations which is the signal of freedom to communicate and coordination among the employees are at average level than the approved norms. Therefore it is suggested overall that "trust" is a notable variable which is significantly and highly correlated with

other variables such as openness, authenticity, and collaboration.

4. Conclusion

It is concluded that organizational culture at both organizations (Aaropna Protesi Private Limited and ADWIK Intellimech Private Limited) reflects an overall positive indication with respect to achieving high performance and satisfaction of the fundamental dimensions required for a manufacturing company. The factors such as free communication among employees, pre planning and trust are well coordinated; however some of the dimensions of OCTAPACE culture, Authenticity, Autonomy and experimentation resemble a lower scale than the required standard norms, which requires further research. It is also concluded that "accommodating staff" at their original face value and confidence in their approach will pave way to true spirit and promote authenticity and will eventually lead to achieving high performance. Collaboration and trust among employees has to be motivated, and that will serve as the grassroots of manufacturing units to achieving satisfaction. Thus, the management should work towards developing organizational culture that accommodates the culture of openness, collaboration, trust, pro-activity, autonomy, authenticity, confrontation and experimentation, which is unified and crucial for every organization.

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