

# Impact of Octapace Culture in Enhancing the Efficiency of it Industry in India

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## ABSTRACT

An association's success is determined by the chops and provocation of the workers. Able workers are the topmost strength of any association. Given the chance and by furnishing the right type of atmosphere in an association, individualities can be helped to give full donation to their capability, to achieve the pretensions of the association, HRD believes that individualities in an association have unlimited eventuality for growth and development and that their eventuality can be developed and multiplied through applicable and methodical sweats. Thus, to initiate HRD practices, a establishment gospel with humane and value grounded approach has to be established. This will affect in the launch of HRD culture in the association, which further make stronger operation. Organizational culture includes ethics, values, beliefs, perspectives, morals, spirit, climate, positive atmosphere, and culture. It can be characterized as conforming of openness (O), collaboration(C), trust (T), authenticity (A), pro action (P), autonomy (A), battle (C) & Experimentation (E). And it's shortened as OCTAPACE.

In this context, the present paper is an Endeavour to identify the major factors grounded on descriptive exploration design accepted with the help of structured questionnaires to study the OCTAPACE in IT Industry. Data is grounded on the responses from five top operation labor forces & 25 middle operation labor forces from the sample of five IT associations. This paper involves certain statistical tools for estimate whether the suppositions that had been formed are valid or not. The results shows that the sample associations differ significantly in their OCTAPACE Culture & are having varying position of OCTAPACE culture. The part of top operation in any HRD exercise is pivotal and principally centers on creation of right HRD terrain of OCTAPACE culture, wherein people are free and attain new situations of performance for them and thereby for the organizational as a whole.

**Keywords:** HRD, OCTAPACE Culture, IT industry.

## INTRODUCTION

Mortal resource development is a people- acquainted conception that focuses on developing the chops, knowledge and capabilities of people. Mortal resource development can be applied both at the organizational position as well as the public position. Mortal Resource Development may be defined as a nonstop process to insure the development of hand capabilities, energy, provocation and effectiveness in methodical and planned way. It has been defined as basically conforming of three Cs capabilities, Commitment and Culture. All three are demanded to make an association function well. Without capabilities association may not be the cost effective or optimally effective. Without commitment, these may not be overcome at all or are done at such a slow pace that they lose applicability. Without an applicable culture, association can not last long.

Culture provides the sustaining force and spirit for the association to live. It provides oxygen demanded for them to survive. Words used in the environment of organizational culture include ethics, values, beliefs, stations, morals, morality, climate, terrain, and culture. Ethics refers to normative aspects – what's socially desirable. Values, beliefs, stations, and morals are interrelated. Relations between beliefs and values affect in station conformation (beliefs \* values = stations) and also produce morals. Culture-related generalities also can be seen as multilevel generalities. At the core (first position) are the values, which give a distinct identity to a group. This is the morality of the group. The Random House Dictionary defines morality as ‘the abecedarian character or spirit of a Culture. Dominant hypotheticals of people or period’

Organizational ethos is core values. The seven values of organizational ethos were Suggested (Rao & Pareek [1994]):

1. **Openness:** In raw term openness is an expression of feelings and thoughts without any previous planning and craftiness.
2. **Confrontation:** Confrontation is facing not running away from the problems; it's a deeper analysis of any problem and taking it as a challenge to solve it.
3. **Trust:** Trust is to maintain the confidentiality of information which is shared by others and not misusing it in any sense. It is the assurance that others will help when needed and will honor each other mutual obligations and commitments.
4. **Authenticity:** Congruence between what one feels, says, and does; owning one's actions and mistakes; unreserved sharing of feelings;
5. **Pro action:** It is an Initiative, preplanning and preventive action. One should calculate the pay-offs before taking any kind of action.
6. **Autonomy:** Using and giving freedom to plan and act in one's own sphere; respecting and encouraging individual and role autonomy.
7. **Collaboration:** Giving help to, and asking for help from, others; platoon spirit; working together (individuals and groups) to break problems.
8. **Experimentation:** Using and encouraging innovative approaches to solve problems; using feedback for improving; taking a fresh look at things; encouraging creativity.

## INFORMATION TECHNOLOGY

There is software behind business perfection. In recent years, developing countries have taken initiatives to introduce Information Technology (IT) software and services to add value to their services Information Technology. IT Industries come under service industry and the success of an IT Industry is completely dependent on effective implementation of service marketing strategies crafted by the industry. As the role of IT industry is changing from merely the service provider to the complete technology solutions. Marketing IT software and interacting services that benefit the company at large are some of the strategies that should be considered in order to improve their services in the digital era.

In present scenario we have seen that today different companies have different problems so they don't want package software, they want the software which can fulfill their demand and solve their problem. So for this purpose the software designer has to do continuous interaction with the customer because the expectation of the today's customer is increased. To get success in service sector, companies should have clear vision for different dimensions of service marketing i.e. Internal Marketing, Interactive

Marketing, and External Marketing. The peculiar character of IT industry make it fall under the category of Industrial marketing as well because most of the times it caters to the business organizations.

### **A BIG ROAD MAP OF THE IT INDUSTRIES OF INDIA**

The Indian information technology (IT) assiduity has played a crucial part in putting India on the global chart. Thanks to the success of the IT assiduity, India is now a power to reckon with. According to the periodic report 2009- 10, prepared by the Department of Information Technology (DIT), the IT- BPO assiduity garnered a profit total of US\$73.1 billion in 2009- 10 as compared to US\$69.4 billion in 2008- 09, and grew at a rate of over 5 per cent. The report predicts that the Indian IT- BPO earnings may reach US\$ 225 billion in 2020. According to DIT, the Indian software and services exports reached US\$49.7 billion in 2009- 10 as compared to US\$47.1 billion in 2008- 09, registering an increase of 5.5 per cent in bone terms. Further, the IT services exports was estimated to grow from US\$25.8 billion in 2008- 09 to US\$27.3 billion in 2009- 10, showing a growth of 5.8 percent.

Moreover, according to a study by Springboard Research published in February 2010, the Indian information technology (IT) market was grown at around 15.5 per cent in 2010, on the back of growing investor confidence and favorable initiatives taken by the government.

The data centre services market in the country was forecasted to grow at a compound annual growth rate (CAGR) of 22.7 per cent between 2009 and 2011, to touch close to US\$ 2.2 billion by the end of 2011, as claimed by research firm IDC India's report published in March 2010. The IDC India report stated that the overall India data centre services request in 2009 was estimated at US\$ 1.39 billion.

As per a report by the Internet and Mobile Association of India (IAMAI) and request disquisition establishment IMRB, the total number of Internet stoners in India reached 71 million in 2009. The number of active stoners increased to 52 million in September 2009 from 42 million in September 2008, registering a growth of 19 per cent time- on- time, stated the report Outsourcing India is a favored destination for companies looking to offshore their IT and back- office functions. It also retains its low-cost advantage and is a financially seductive position when viewed in combination with the business terrain it offers and the vacuity of professed people.

The information technology (I.T.) industry in our Country "India" comprises information technology based services and business process outsourcing. The share of the IT-BPM industry in the GDP of Country is 7.4% in FY 2022-23. The IT and BPM industries revenue is approximately estimated at US\$ 245 billion in FY 2023-24. The Information Technology (IT) Industry is one of the leading sectors in India, Almost sharing 9.3% of the India's GDP, making our country one of the biggest sectors contributing to Country's economic growth.

### **LITERATURE REVIEW**

**M Vidya (2021)** Organizational Culture and Organizational Commitment Study at Coimbatore District 2021 All the workers though belonging to colorful groups displayed the same opinion towards the organizational culture and organizational commitment confines. The associations in which they work may borrow separate comforting sessions so that they can have their interpersonal relations smoother as a married employed is an asset to the association

**Nagar & Shrivastava (2020)** Relationship between Employee Engagement and Organizational Culture of the Educational Institutions: An Empirical Analysis The research emphasizes the growing importance of employee engagement and addresses its determinants. The study suggest that there is need to focus on

working environment in terms of Creating organizational trust and increasing collaboration among team members so as to foster employee engagement. Also it focuses light on that the openness in the peer relationships can leads to greater employee engagement. The study has a direct social implication because a healthy working atmosphere creates a social impact and has a direct bearing on employee engagement and builds a positive band image.

**Khaire et.al.(2020)** from the results of the study it is evident that both organizations under study belonging to both manufacturing and services sector score fairly on all parameters of the OCTAPACE model. However, the prevalent culture in manufacturing and services sector organizations differs significantly on two parameters namely pro-action and autonomy

**Singh and Pandey(2020)** According to the research's findings, all aspects of the cultural ethos—aside from experimentation and confrontation—are favorably and remarkably correlated with job satisfaction in the case of SMEs operating in Delhi/NCR. This suggests that in order to encourage employees to think creatively and differently, organizational cultures need to foster an environment of innovation and change. This is crucial for today's SMEs, who struggle to adjust to changing industry standards.

**Ali( 2019)** This study analyzes the relationship between organizational culture and its various dimensions on employees' level of engagement. It has been found that the company employees being examined are more engaged than at a moderate level. OCTAPACE's overall dimensions such as openness confrontation proaction and experimentation are closer to the average norm values whereas authenticity, autonomy and collaboration were closer to higher level.

**Krishna & Rao,( 1977)** surveyed the organizational and HRD climate of one of the largest engineering and manufacturing enterprises in India BHEL which shows that terrain of openness follow good among middle and elderly directors in the company Mangaraj,( 1999) in her study of the HRD system in RSP set up that hand's openings to express their view points are relatively successful.

### **Research Methodology**

An empirical study grounded on descriptive exploration design was thus accepted with the help of structured questionnaire to study the OCTAPACE Culture in IT Industry which is grounded on the responses of five Top Management Personnel & 25 middle operation labor force from the sample of five IT associations. Sample Associations were Infosys Technologies Ltd, Wipro Enterprises Ltd, Tata Consultancy Services Ltd., Info tech Enterprises Ltd, & Siemens Information System Pvt. Ltd. Four of the associations are located in Hyderabad (AP) and one (Siemens Information System Pvt. Ltd) is in Udaipur (Raj.). Detail about Questionnaire. The OCTAPACE Profile has been developed to measure organizational morality in terms of the eight values which deals with the extent to which Openness, battle, Trust, Autonomy, Pro-activity, Authenticity, and Collaboration & Experimentation are valued and promoted in the associations. The instrument contains three particulars that measure values and two particulars that measure beliefs on each of the below eight confines, with aggregate of forty particulars. Repliers rate their associations on eight aspects, using a five- point scale. The scores range from 5 to 20 on each aspect.

### **Data Interpretation, Findings and Conclusion**

The following is a list of tentative norms for the OCTAPACE profile:

OCTAPACE LOW HIGH

|                 |    |    |
|-----------------|----|----|
| Openness        | 13 | 17 |
| Confrontation   | 10 | 16 |
| Trust           | 10 | 16 |
| Authenticity    | 10 | 14 |
| Pro action      | 12 | 18 |
| Autonomy        | 11 | 16 |
| Collaboration   | 13 | 17 |
| Experimentation | 11 | 16 |

The table that follows compares businesses according to the aforementioned norms for middle management personnel in terms of OCTAPACE dimensions. According to the Norms table, scores below "low value" are classified as "requires improvement," while scores over "high value" are classified as "excellent." Additionally, grades in the "very good" range fall between low and high value.

| Organization           | Infosys Technologies LTD | Wipro Enterprises LTD | Tata Consultancy Services | InfoTech Enterprises  | Siemens Information System |
|------------------------|--------------------------|-----------------------|---------------------------|-----------------------|----------------------------|
| <b>Openness</b>        | 16.92 I (Excellent)      | 16.83 II (Very good)  | 14.31 IV (Very good)      | 15.23 III (Very good) | 14.09 V (Very good)        |
| <b>Confrontation</b>   | 15.70 II (Very good)     | 16.50 I (Excellent)   | 14.60 IV (Very good)      | 12.93 V (Very good)   | 14.94 III (Very good)      |
| <b>Trust</b>           | 14.96 I (Very good)      | 14.86 II (Very good)  | 13.56 IV (Very good)      | 12.61 V (Very good)   | 14.03 III (Very good)      |
| <b>Authenticity</b>    | 12.82 V (Very good)      | 12.96 IV (Very good)  | 13.74 I (Very good)       | 13.10 II (Very good)  | 13.00 III (Very good)      |
| <b>Proaction</b>       | 15.43 I (Very good)      | 14.82 II (Very good)  | 14.11 III (Very good)     | 14.10 III (Very good) | 13.23 IV (Very good)       |
| <b>Autonomy</b>        | 13.65 I (Very good)      | 13.30 II (very good)  | 11.27 V (very good)       | 13.07 III (very good) | 12.03 IV (very good)       |
| <b>Collaboration</b>   | 14.36 III (Very good)    | 16.10 I (Very good)   | 14.16 V (very good)       | 15.31 II (very good)  | 14.40 IV (very good)       |
| <b>Experimentation</b> | 15.66 II (Very good)     | 17.62 I (Excellent)   | 15.17 III (very good)     | 14.63 IV (Very good)  | 13.81 V (Very good)        |

**Hypothesis 1:** The investigated organizations exhibit an outstanding OCTAPACE Culture among middle management personnel.

**Hypothesis Testing:**

**After conducting a comparative analysis, it was observed that:**

Infosys Technologies Ltd: Demonstrates an 'Excellent' OCTAPACE Culture for Openness and 'Very Good' for the remaining dimensions, supporting the hypothesis for Openness and rejecting it for other dimensions.



Wipro Technologies Ltd: Shows an 'Excellent' OCTAPACE Culture for Confrontation and Experimentation, and 'Very Good' for the rest, accepting the hypothesis for these dimensions and rejecting for others.

**Tata Consultancy Services and Infotech Enterprises Ltd:** Both display a 'Very Good' OCTAPACE Culture across all dimensions, leading to the rejection of the hypothesis.

Siemens Information System: Also exhibits a 'Very Good' OCTAPACE Culture across all dimensions, rejecting the hypothesis.

**Hypothesis 2:** There is no significant difference in OCTAPACE Culture among middle management personnel across the studied organizations.

### Hypothesis Testing:

Utilizing one-way ANOVA, it was determined that the F value at a 5% significance level is '6.858,' surpassing the critical F value of '2.434.' Consequently, the null hypothesis is rejected, indicating a notable distinction in OCTAPACE Culture among the sampled organizations.

### Recommendations & Suggestions

Every human resource is to be considered as living being with emotions, personal needs and views and with certain limitations, and not like impeccably designed motorized machine, which can work without taking any rest. Yoga and contemplation beside with other HRD tools will clearly guide to the healthy work culture and atmosphere. To develop married maturity of workers, HRD courses must convey clear communication to the professionals that the association has serious concern with the workers, their quality of life at work and at home, their security weal and convenience. Deliberate attempts should be made for farther development of following organizational morality Openness, battle, and Trust among workers, Authenticity, Pro action, Autonomy, Collaboration, and Experimentation. Integrity, effectiveness, honesty and probity should be encouraged in the associations. Honesty, sincerity and fidelity to work, are the three important traits that middle operation labor force should retain in order to be effective and which is essential for their unborn development. prices, impulses and acceptable hype for exemplary conduct, work and inventions of marketing labor force should be awarded constantly. The development programs for marketing labor force on the following aspects may be conducted

- Problem solving and Decision making skills,
- Creativity and Innovation at work,
- Time and Stress Management,
- Vision workshops for perspective planning,
- Norm establishment and values workshop,
- Interpersonal effectiveness training,

Promotions ought to be timely and earned based on merit. Fostering a sense of camaraderie among all employees can be achieved by enhancing two-way communication within all the sample organizations. A system for acknowledging commendable work remains a critical concern at Wipro. At Infotech, senior management should demonstrate keen interest in cultivating middle management personnel and allocate more time and resources accordingly. To enhance the professionalism of middle management personnel, particularly at Tata Consultancy Services, Infotech, and Siemens Information System, methodologies

like Total Quality Management, Quality Circles, Re-engineering, etc., should be emphasized more for enhancing their operational effectiveness.

Several factors need to be managed to enhance the organizational climate, including:

Ineffective training lacking practical application,

Internal communication gaps,

Unethical behaviours within the organization,

Biased performance evaluations and promotional decisions,

Inadequate reward mechanisms,

Bureaucratic work styles.

Creating an organizational culture where exemplary followers can thrive is crucial. The HRD culture and climate have been identified as positive at Wipro and Infosys. To further improve, senior management could devise an integrated HRD system that caters to both organizational growth and employee development.

Infosys should prioritize employee welfare to conserve their mental energy for productive work.

Addressing the major concern of a deficient reward system at Wipro is imperative.

Tata Consultancy Services is lacking in transparency, which is a significant concern. HRD is likened to a blossoming flower that needs nurturing. Subordinates are akin to budding flowers, and managers should nurture and support them to reach their full potential and contribute positively to the organization.

At InfoTech, senior management's active involvement in developing middle management personnel is necessary, along with dedicating more time and resources to this endeavour

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