

IMPACT OF OCTAPACE CULTURE ON PERFORMANCE AND JOB SATISFACTION WITH SPECIAL REFERENCE TO IT EMPLOYEES IN BANGALORE

Dr. K. MEENA DEVI

Assistant Professor, Department of MBA and Research Centre, RNSIT, Bengaluru.

Dr. GVM SHARMA

Associate Professor, Department of MBA and Research Centre, RNSIT, Bengaluru.

ARCHANA J R

Assistant Professor, Department of MBA and Research Centre, RNSIT, Bengaluru.

KUMAR SUBBA ANANTHA

Assistant Professor, Department of MBA and Research Centre, RNSIT, Bengaluru.

Abstract

Culture of an organization is driven by the approach, actions and principles of an individual. There had been always scope to do an extensive research on Organizational Culture and also to establish the effect of individual Job Satisfaction level on Employee Performance. The higher the performance of the employee the higher is he satisfied with his job. There are certain important researches carried through various literatures to explore the effect of Organizational Culture on Employee Performance and Job satisfaction. Organizational culture requires some time to adapt to such unique changes and to fulfil the fluctuating need of an employee. The entire globe is dynamically moving with a lot of changes incorporated and the degree of anticipation of satisfaction also differs consequently. In this way an encouraging culture is well known as an inspirational mechanism that elevates the employees to execute easily and enhances improved job efficiency and performance. Since global enterprises are thoroughly expanding its operations in developing nations it could be difficult to analyze culture that creates a footprint to change satisfaction level and evaluation mechanism of employees.

Keywords: Organizational culture, job satisfaction, employee performance

1. INTRODUCTION

According to Schneider¹ (2012) OC is termed as a group of diverse value systems which can help an organization by maintaining itself and running a cost-effective business. Organizational culture suggests the individuals in the system to comply and work as per policies, regulations and norms of the organization (Deshpande and Webster², 1989). Culture of an organization is driven by the approach, actions and principles of an individual (O'Reilly and Chatman's³, 1996). There had been always scope to do extensive research on OC and also to establish the effect of individual JS level on EP. For instance, researchers (Ouchi⁴, 1981; Kotter and Heskett⁵, 1992; Magee⁶, 2002, Hofstede⁷, 1980) in their investigation prove that culture assesses financial evaluation in the system.

For instance, qualities pertaining to the culture could be altered since traits of this variable contrast from one organization to another and there are few characteristics of culture that acts as control towards the business challenges. (Barney⁸ 1991 and Peters and Waterman⁹, 1982) in their article articulate that the world is varying tremendously and the degree of individual's desire and fulfilment in job is like a manner that moves aptly.

Organizational culture gets adjusted over a period because employees in the organization are required to cope up with the meeting challenges and changes where the demand of employee's expectations and satisfaction also occur. Along these lines a stable culture as said by Ritchie¹⁰ (2000) is measured as a persuasive tool that eliminates the individuals to execute without difficulty and assures enhanced efficiency in their job. OCTAPACE scale is used to quantify culture which is recognized with eight variables as identified by (Uday Pareek and Rao¹¹, 1990).

With the study supported by Ojo¹² (2009), the research proves that firm's culture has a considerable strong influence on EP. Since global enterprises are thoroughly expanding its operations in developing nations it could be difficult to analyze culture creates a footprint to change satisfaction level and evaluation mechanism of employees.

Software Sector or IT industry around the country is considered to be as one if most established and growing ventures across the globe. Across the globe there are multiple IT companies like Infosys, Accenture, HCL, Wipro, HP, Dell and so on. Contemporary organizations are in a motion. Changes are going on in practically all the features of organizational life. Organizations currently are confronting greater difficulties to hold their proficient and capable workers with them.

IT industry, as different administrations, has gotten one of the incredibly serious segments in India. The IT organizations, since the beginning of this decade, have been confronting more significant difficulties as far as revolution in technology, management expansion and worldwide upgrading. The current research was endeavoured for the purpose of considering the OCTAPACE Culture, JS and EP in IT divisions arranged in Bangalore. The research tries to build the tie between all the 3 variables with job satisfaction considered to be as the mediating component or intervening factor involved in the study.

2. REVIEW OF LITERATURE

Experimentation and Autonomy component is viewed to be the most effective element for engagement of employees which contributes to perseverance and loyalty of employees, **Namrita Kalia & Yoginder S. Verma¹³(2017)**. **Dr. Fayaz Ahmad Nika; Shakeel Ahmad Sofi¹⁴(2013)** from the findings it is clear that the scores of Openness, Confrontation, Autonomy and Experimentation are also on lesser or Average side of the limits set by Uday Pareek, so organization must supply sufficient opportunities to the employees to improve their innovation and take measures for their growth. **Ms. Sadaf Fatima¹⁵(2017)** from his investigation additionally demonstrates that Experimentation

has end up being the most elevated in ZONE-E (workplaces), which implies that representatives are attempting new and creative intends to take care of issues.

Olive Nerurkar¹⁶ (2018) major findings reveal that Collaboration was among the highest with a score of 12.75, Proaction was 12.45 and Autonomy 12.4. Rest of the scores were: Experimentation 12.3, Openness, Authenticity 12.25, Trust 12.05 and Confrontation 11.45. It appears that top three values namely Collaboration, Proaction, and Autonomy are the ones which offer the restaurant its distinctiveness.

Dr. Pooja Pandey, Dr. Pradeep Kumar Asthana¹⁷ (2017) in their major findings of the study suggests that working condition, policy and structure of organization, work pressure aspects, remuneration are the key elements that leads to JS of the employees.

Surya Narayana Reddy M.R.S¹⁸ (2019) organizations need to practice OCTAPACE culture in collaboration with a significant HRD component in order to advance their employee proficiency, commitment and job satisfaction.

Prachi Nikam, Dr. P.N. Mishra, Dr. Suresh Patidar¹⁹, (2017) in his examination shows that there is augmented effect of OCTAPACE culture on execution of resources concerning organizations of higher learning. The discoveries likewise disclose about individuals anticipate the issues and recognize their goals in advance so that the fundamental and structural changes developed without trading off excellence and capacity. **Dr. Jupudi Prakash²⁰ (2016)** demonstrates that if OCTAPACE is implemented vigorously it would definitely lead to attitudes, beliefs and good running of the system.

3. RESEARCH METHODOLOGY

Employees working in IT industry (Software Industry) are used as the sample for the research conducted. In India there are 5.2 million IT developers according to 2018, whereas Bengaluru alone has 1.5 million employees. Selected IT companies in Bengaluru, Karnataka (Tier1, Tier 2 and Tier3).

Sample size is determined by considering Krejcie & Morgan²¹ (1970), 95% of confidence level and 5% of Margin error for the population size of 8, 75,000 approximately, the total sample size is about 598 customers. Stratified Random sampling technique was applied.

Reliability Statistics	
Cronbach's Alpha	N of Items
.946	92

Subscales	No of Items	Cronbach's Alpha
Overall Variables	92	0.946
Organisation culture	40	0.864
Job satisfaction	47	0.896
Employee performance	5	0.897

3.1 Research Questions

Organizational culture with regards to changing business world especially in the software sector needs a special attention for research. The present study is a humble attempt in this direction.

With this objective in mind, some of the important research questions developed is:

- What are factors that influence organizational culture, job satisfaction and employee performance?
- What is the influence of organizational culture on job satisfaction and employee performance?

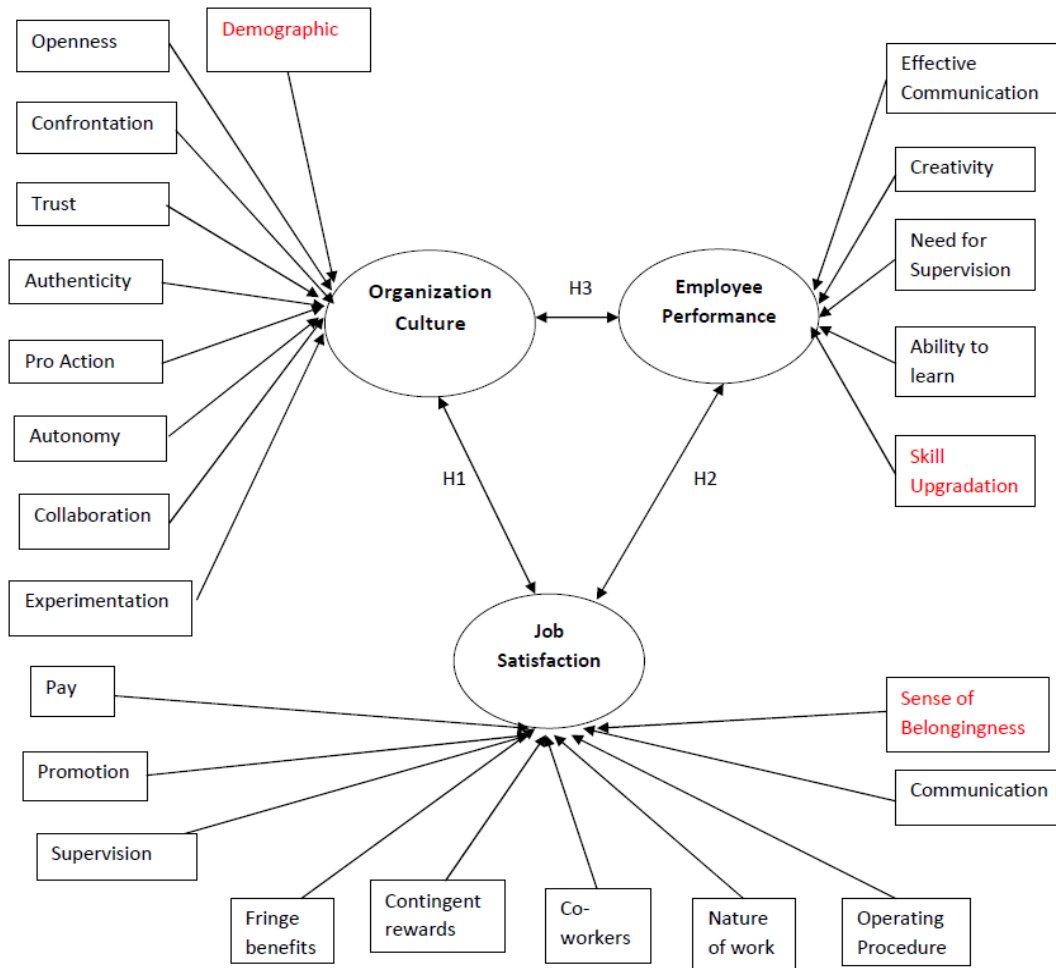
3.2 Objectives of the Study

1. To identify the factors and its measurement variables influencing OC, JS and EP.
2. To develop the theoretical model on factors identified with respect to IT Employees in Bangalore.
3. To approve the hypothetical model and to test the appropriateness of the proposed hypothetical model.
4. To analyze the factors that influence OC, JS, EP.
5. To analyze the impact of OC on JS and EP.

Variables Considered

- Organizational Culture is estimated utilizing OCTAPACE structure – an abbreviation for '**Openness**', '**Confrontation**', '**Trust**', '**Authenticity**', '**Pro-action**', '**Autonomy**', '**Collaboration**', and '**Experimentation**'.
- Job Satisfaction is measured using Spector Scale, which consists of 9 variables in the questionnaire. The variables included in the study are **pay**, **promotion**, **contingent rewards**, **supervision**, **co-workers**, **operating procedures**, **fringe benefits**, **nature of work** and **communication**.
- Employee Job Performance is the output variable which is measured with variables like **Effective Communication**, **Skill Upgradation**, **Creativity**, **Proactive learning**, **Need for Supervision**:

3.3 Conceptual Framework



3.4 Formulation of Hypothesis

I. To test the significant difference in organization culture between selected demographic variables of respondents following hypotheses has been framed.

Ha1: There is a no significant difference between OCTAPACE culture and Gender.

H01: There is a no significant difference between OCTAPACE culture and marital status.

Ha2: There is a no significant difference between OCTAPACE culture and Education.

H02: There is no significant difference between Job satisfaction and marital status.

II. To test the research framework following hypotheses has been developed

Ha1: There is a significant influence of demographic factors on OCTAPACE culture

H01: There is a significant influence of demographic factors on Job satisfaction.

Ha2: There is a significant correlation between OCTAPACE Culture on Job Satisfaction.

H02: There is a significant correlation between OCTAPACE Culture on Employee Performance

Ha3: There is a significant correlation between Job Satisfaction on Employee Performance

H03: There is a significant influence of OCTAPACE Culture on Job Satisfaction

4. ANALYSIS AND INTERPRETATION

The differences in the OCTAPACE culture among the IT companies have been examined among demographic variables of the respondents. This analysis on the differences in the OCTAPACE culture among the heterogeneity of IT companies may help software companies to bring out appropriate cultural change to improve the job satisfaction and performance of employees. In addition to the assessment of OCTAPACE cultural dimensions, the major factors influencing the job satisfaction and employees performance are to be identified to formulate the corporate strategies.

Table 1: Significant difference in OCTAPACE culture between male and female respondents

	Gender	N	Mean	Std. Deviation	T value	Sig
Openness	Male	468	2.1897	.68890	-1.011	0.313
	Female	130	2.2569	.59883		
Confrontation	Male	468	2.0068	.70346	-2.768	0.006
	Female	130	2.2062	.80346		
Trust	Male	468	2.5389	.53481	2.781	0.006
	Female	130	2.3908	.54552		
Authenticity	Male	468	2.6043	.55943	-1.633	0.103
	Female	130	2.6938	.53014		
Proaction	Male	468	2.1479	1.01855	-7.215	0.00
	Female	130	2.8569	.88580		
Autonomy	Male	468	2.5534	.79202	-2.789	0.006
	Female	130	2.7677	.70997		
Collaboration	Male	468	2.3603	.82946	-4.630	0.00
	Female	130	2.6892	.77201		
Experimentation	Male	468	2.1940	1.01288	-4.310	0.00

Source: Primary data

The above table shows the T-test to know the significance difference between Organization Culture and Gender of respondents. It can be inferred from the table that, the organization culture parameters Openness (-1.011) and Trust (2.781) is significantly not different with respect to Gender of respondents as the p value is more than 0.05 where as parameters Confrontation (-2.768), Authenticity (-1.633), Proaction (-7.215), Autonomy (-2.789), Collaboration (-4.630) and Experimentation (-4.310) is significantly different with respect to Gender of respondents as the p value is less than 0.05. Hence, Ho is rejected and Ha is accepted. This analysis implies that the organizational culture is significantly different in relation to the gender of respondents.

Table 2: Significant Influence of demographic factors on Organisational Culture

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.120	.120		9.348	.000
Gender	.209	.055	.146	3.780	.000
Age	.106	.040	.123	2.661	.008
Education Level	.465	.050	.359	9.365	.000
Marital status	.011	.054	.010	.210	.833
Work Experience	.056	.023	.116	2.442	.015
Annual Income	.021	.019	.044	1.143	.254

According to standardised coefficient, educational level (0.465) is the most important factor to extract organisational culture followed by Gender (0.209), Age (.106), work experience (.056), Annual income (.021), and marital status (.011).

5. STRUCTURAL EQUATION MODEL USING SMART-PL

Structural Equation Modelling is used in research as it has the ability to test the theoretical constructs which are complex. The major approaches used for SEM is through covariance based method and Partial Least Square method. PLS based structural Equation Model is used to a larger extent in the recent times after the development of software named SMART-PLS by Ringle et al.(2005).

The major advantage of this software is that, results can be obtained using a smaller sample size (Benaroch, Lichtenstein, & Robinson, 2006) which is difficult in co-variance based structural equation model software. Using SMART-PLS, along with the model testing, reliability and validity of the instruments can be checked.

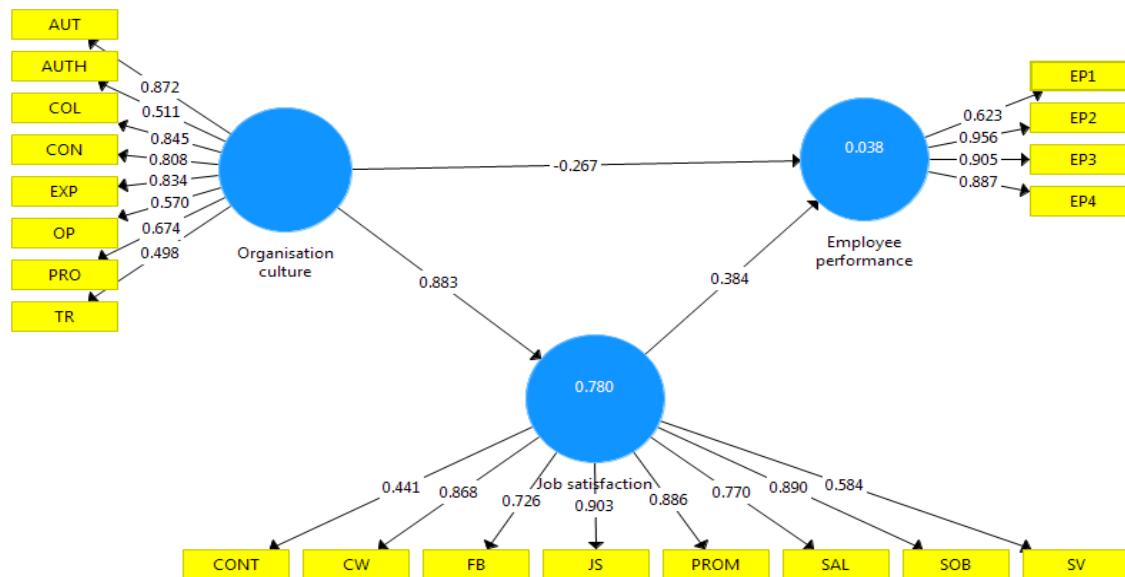


Figure 1: Evaluation of Measurement Model

5.1 Path Coefficients

Table 3: Path Coefficient

	Employee performance	Job satisfaction	Organisation culture
Employee performance			
Job satisfaction	0.384		
Organisation culture	-0.267	0.883	

Path coefficients are Standardised path coefficients. Path weights vary from +1 to -1. Weights closet to absolute 1 reflect the strongest paths. Weight closet to 0 represents the weak paths. Above the path weight of Job satisfaction and employee performance (0.384) shows Job satisfactions have a positive effect on employee performance.

The path weights of 0.883 shows organisation culture have positive impact on Job satisfaction. Organisation culture at -0.267, has a negative effect on employee performance. Since the standardised data are involved, it can be implied that based on the above path coefficients that the absolute magnitude of the organisation culture on Job satisfaction is approximately twice that of employee performance.

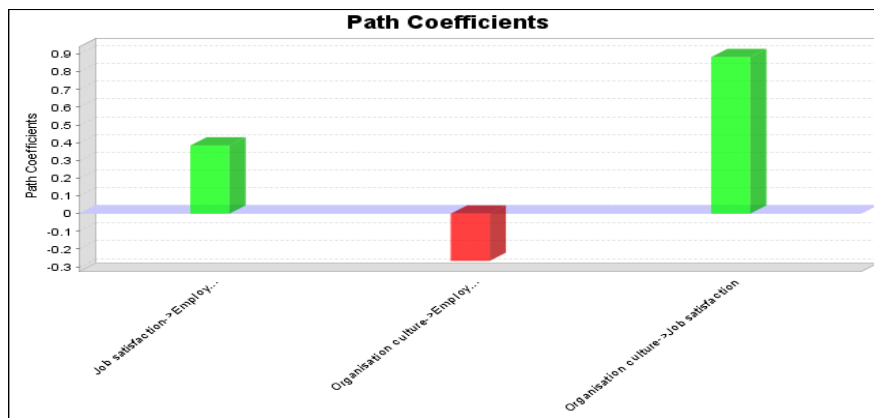


Figure 2: Path Coefficient

5.2 Outer Loading

Outer loadings are considered to be measured in a form of item reliability coefficient for reflective models. The closer the loadings are to 1, the more is the reliability of the latent variable. Furthermore for a well-fitting reflective model, path loadings must be more than 0.70(Henseler, Ringle, Sarstedt, 2012:269). Also the thumb rule is that the factor loading below 0.4 should be dropped if dropping improves composite reliability (Hair et al., 2014:103). Hence the study removed items like communication, nature of the job, working conditions and employee performance item number 5 which improved the composite validity considerably.

Table 4: Outer Loading

	Organization culture	Job Satisfaction	Employee performance
AUT	0.872		
AUTH	0.511		
COL	0.845		
CON	0.808		
EXP	0.834		
OP	0.570		
PRO	0.674		
TR	0.498		
CONT		0.441	
CW		0.868	
FB		0.726	
JS		0.903	
PROM		0.886	
SAL		0.770	
SOB		0.890	
SV		0.584	
EP1			0.623
EP2			0.956
EP3			0.905
EP4			0.887

5.3 Structural Model Confirmation of Paththrough Bootstrapping

Table 5: Structural Model Confirmation of Path through Bootstrapping

	Original sample(O)	Sample mean(M)	Std. deviation	T statistics	P values
Job satisfaction-> Employee performance	0.384	0.396	0.075	5.150	0.00
Organisation culture->employee performance	-0.267	-0.276	0.088	3.037	0.00
Organisation culture->Job satisfaction	0.883	0.885	0.008	105.327	0.00

The above table shows the t-value which is represented for the structural (inner) model. Through bootstrapping with 5000 samples, where sub-samples were derived from the actual sample, which provides the respective t-test results for accepting or rejecting the structural path. The significance was referred at 5% level, where the calculated t-value, should be above critical t-values of 1.96. It is observed that, the path between to Job satisfaction to Employee performance, Organization culture to employee performance and Organisation culture to Job satisfaction are significant at 5% level.

6. CONCLUDING REMARKS

It is properly seen that regardless of how great the idea of an individual might be, there is constantly a superior who need to support and enhance in making decisions for organizational growth. This remark is especially significant for IT industry as the ideal usage of manpower is the essence of organizational and individual prominence. The management is considered effective when the bosses create and enable their subordinates, by giving them important information, preparing them via training, support and giving feedback, which is acceptable to make decisions with issues that go under their purview. Hence, management can consider being open in terms of maintaining superior-subordinate relationship by building Trust amongst the employees and encourage them to work in teams which leads to interpersonal effectiveness. The top-level employees or the managers ought to never support enmity amongst the employees in the team rather the top management must urge the employees to raise their problems and concerns in the open meetings. Management should offer confirmation to the employees that the conflicts amongst the employees will be settled with their support. The top management should likewise require giving extraordinary consideration to hold regular meetings with the employees, in order to determine powerful methods for checking indiscipline among the employees inside the organization. The execution of this proposal is of imperative significance for the endurance and progress of the entity or firm. Culture of the organization is a significant indicator to recognize performance of employees, achievement, and productivity or performance of organization. Organizations having an open culture show better employee performance and individuals share many fundamental beliefs made and sustained by its pioneers. Accordingly, organizations should attempt to foster and develop an open culture by following certain practices such as appreciation and promotion of employees who contribute extraordinarily for the accomplishment of the

business. The top-level management should offer autonomy to cause subordinates to feel significant down the level of hierarchy as this would improve the participation of the employees and furthermore make a sense of belongingness towards the job. The organization must imbibe culture inside the employees by enabling the nature of work life and organization viability and to help free interaction between the employees. The organization must bond with employees and convince them for dynamic decision making without the apprehension of negative repercussions. To empower Authenticity between the employees, the management should guide gatherings to create new thoughts, which will deliver new and imaginative thoughts and furthermore builds coordinated effort among the employees when they include working in teams. Employee job satisfaction review must be done on standard premise to ascertain specific visual of organizational methods and practices and moreover to decipher the changing behaviour and conduct between the employees.

Bibliography

1. Benjamin Schneider, M. G. (2012, July 30), Organizational Climate and Culture, the Annual Review of Psychology, 361-388.
2. Deshpande, R. &. (1989), Organizational culture and marketing: Defining the research agenda, Journal of Marketing , Volume 53, 3-15
3. O'Reilly and Chatman's, 1996 (1996), Culture as social control: Corporations, cults, and commitment (Vol. 18), Elsevier Science, 18-21.
4. Ouchi, W. G. (1981). Theory Z: How American Business can meet the Japanese Challenge. Business Horizons, 24 (6), 82-83.
5. Kotter, E. H. (1992). Culture: The Missing Concept in Organizational Studies. Administrative Science Quarterly, 4 (2), 229-240.
6. Magee, K. C. (2002). The impact of organizational culture on the implementation of performance management. Available from Dissertations and Theses database.
7. Hofstede, G. (1980). Motivation, Leadership and Organization: Do American Theories. Organizational Dynamics, 9 (1), 42-63.
8. Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17 (1), 99 -120.
9. Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17 (1), 99 -120.
10. Ritchie, M. (2000). Organizational Culture: An Examination of its Effect on the Internationalization Process and Member performance (Vol. 25).
11. Pareek, U. (1990), Culture-Relevant and Culture-Modifying Action Research for Development , Journal of Social Sciences , Volume 46 (Issue3), 119-131
12. Ojo,O.(2009), Impact Assessment Of Corporate Culture On Employee Job Performance, Business Intelligence Journal , Vol. 2 , 388-397.
13. Verma, n. k. (2017), Organizational culture and Employee Engagement: an interrelationship study in hospitality industry of Himachal Pradesh, International Journal of Human Resource Management and Research , Vol. 7 (Issue 3), 13-22
14. Nika, d. f., & Sofi, s. a. (2013), HRD philosophy and J&K industrial development (with special reference to tourism industry), International Journal of Marketing, Financial Services & Management Research , Vol.2,No. 5, 78-99.
15. Fatima, M. S. (2017), a study of Organizational culture: octapace-profile, IOSR Journal of Business and Management (IOSR-JBM), Volume 19 (Issue 2), PP 87-92.
16. Dr. Pooja Pandey, D. P. (2017), an empirical study of factors influencing job satisfaction, Indian

- Journal of Commerce & Management Studies , Volume VIII (Issue 3), 96-105.
17. Reddy, M. R. (2019), Mediation effect of HRD mechanism between OCTAPACE culture and job satisfaction – a study, *International Journal of Management Studies*, Vol.–VI (Issue –1(1)).
 18. Prachi Nikam, D. S. (2017), OCTAPACE culture: a predictor of faculty performance, *International Journal of advance scientific research international and engineering trends* , Volume 2 (Issue 1), 30-35.
 19. Dr.Jupudi.Prakash,(2016), The Impact of OCTAPACE values on effectiveness of Visakhapatnam port trust, *International Journal of Latest Engineering and Management Research* , Volume 1 (Issue 2), 01-09
 20. Fakhar Shahzad, Z. I. (2013), Impact of organizational culture on employees job performance:an empirical study of software houses in Pakistan, *Journal of Business Studies Quarterly* , Volume 5, 56-64.
 21. Shravasti Jain, G. V. (n.d.), and OCTAPACE: Impact of organisational cultural instrument on employee performance and satisfaction, *Professional Panorama: Multi- disciplinary International Academic Journal*, 12-21.
 22. Batnasan Battsetseg, B. I. (2018, August), Job satisfaction on effective performance of employees in private universities, *International Business Research*, 8-16.
 23. Stephen, E. N., & Stephen, E. A. (2016), Organizational culture and its impact on employee performance and job satisfaction: a case study of Niger delta university, Amassoma, *Higher Education of Social Science* , Vol. 11, 36-45.
 24. Jack Henry Syauta, e. a. (2012), the influence of Organizational culture, organizational commitment to job satisfaction and employee performance (study at municipal waterworks of Jayapura, Papua Indonesia), *International Journal of Business and Management Invention*, Volume 1 (Issue 1), 69-76.
 25. Luthans, F., J.B., 2006, "Psychological Capital Development: Toward a Micro-intervention", *Journal of Organizational Behavior* 27, pp. 387–393.
 26. Bernardin J. and Russell J. (1998) *Human Resource Management: An Experiential Approach*. USA: McGrawHill, ISBN: 0 07 115674 7,p 171, 358
 27. Dr Qurrat A Hamdani, S. M. (2016). NEED FOR ENHANCEMENT OF OCTAPACE CULTURE IN HOSPITALS OF INDIA. *International Journal of Advanced Information Science and Technology*, Vol.5 (No.6), 26-35.
 28. Alexandra Skitsou, M. A. (2015). Job Satisfaction of Nurses in a Psychiatric Hospital, in Cyprus. Volume 8 (Issue 3), Pages 683.
 29. Alf Crossman, B. A.-Z. (2003). Job satisfaction and employee performance of Lebanese banking staff. *Journal of Managerial Psychology*, 16-24.
 30. Petchdee, Y. Y. (2015). Turnover Intention, Organizational Commitment, and Specific Job Satisfaction among Production Employees in Thailand. *Journal of Business and Management*, Volume 4 (Issue 4), 22-38.
 31. SALLAHALDEEN MOHMMED AHMED ALAWNEH, Z. A. (2015). The Mediating Effect of Employees' Job Satisfaction between Leadership Styles and Patients Satisfaction in the Jordanian Public Hospitals. *International Review of Management and Business Research*, Vol.4 (Issue.3), 861-871.