

Study on OCTAPACE Culture of Rajiv Gandhi Cancer Institute and Research Centre

By

Apurva Okharwal

*Dissertation submitted for the partial fulfillment of the
MBA Human Resource Management in Health and Hospitals*

Academic year, 2015-2017



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

Study on OCTAPACE Culture of Rajiv Gandhi Cancer Institute and Research Centre

By

Apurva Okharwal

*Dissertation submitted for the partial fulfillment of the
MBA Human Resource Management in Health and Hospitals*

Academic year, 2015-2017

Rajiv Gandhi Cancer Institute and Research Centre



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in/

TO WHOMSOEVER IT MAY CONCERN

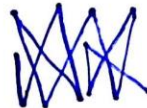
This is to certify that Apurva Okharwal student of MBA Human Resource Management from The IIHMR University, Jaipur has undergone internship training at Rajiv Gandhi Cancer Institute and Research Centre , New Delhi from 6th February 2017 to 5th May 2017.

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical. The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.



Dean, Academics and Student Affairs
The IIHMR University, Jaipur



Professor
The IIHMR University, Jaipur



Rajiv Gandhi Cancer Institute and Research Centre

A Unit of Indraprastha Cancer Society
Registered under "Societies Registration Act 1860"

Sector-5, Rohini, Delhi-110 085

Tel: +91-11-4702 2222

Fax: +91-11-2705 1037

Web: www.rgcirc.org

The certificate is awarded to

Apurva Okharwal

In recognition of having successfully completed her

Internship in the department of

Human Resource

and has successfully completed her Project on

**A Study on OCTAPACE Culture of Rajiv Gandhi Cancer Institute And Research
Centre**

06th Feb' 2017 to 05th May' 2017

Rajiv Gandhi Cancer Institute And Research Centre

New Delhi

She comes across as a committed, sincere & diligent person who has a
strong drive and zeal for learning

We wish her all the best for future endeavors

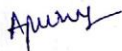

Jeevan Singh Adhikari
Deputy Manager (HR)
Rajiv Gandhi Cancer Institute &
(Human Resources)
Sec.V, Rohini, Delhi-110085


BASANT KUMAR
General Manager-HR
Rajiv Gandhi Cancer Institute
(Human Resources) Centre
Sector-V, Rohini, Delhi-110085

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled A Study on OCTAPACE culture of Rajiv Gandhi Cancer Institute and Research Centre and submitted by Apurva Okharwal, Enrollment No. IIHMR-U/04/2015-17/0001 under the supervision of Dr. Alok Mathur for award of MBA in Human Resource Management of the University carried out during the period from 6th February 2017 to 5th May 2017, Embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.



Signature

THE IHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that all ethical issues have been considered while collecting data for my dissertation titled "A Study on OCTAPACE culture of Rajiv Gandhi Cancer Institute and Research Centre, New Delhi".



Signature of student

DECLARATION

I, Apurva Okharwal hereby declare that this dissertation entitled is the outcome of my own study undertaken under the guidance of Dr. Alok Mathur, Professor, Indian Institute of Health Management and Research, Jaipur. It has not previously formed the basis for the award of any degree, diploma or certificate of this Institute or of any other Institute or university. I have duly acknowledged all the sources used by me in the preparation of this dissertation.



Signature of the Student

Apurva Okharwal

Master of Human Resource Management

Indian Institute of Health Management and Research

Jaipur

Date: 16/05/2017

Abstract

Title– A study on OCTAPACE Culture of Rajiv Gandhi Cancer Institute And Research Center.

Background- This study was an attempt to assess cultural ethos using OCTAPACE profile which indicates that how much each ethos is valued and believed by employees of Rajiv Gandhi Cancer Institute and Research Centre . A sample of 100 employees of different department administered the OCTAPACE questionnaire suggested by Udai Pareek. This instrument contains 40 items which shows the profile of the organization's ethos in eight values. These values are Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation. After data analysis, results confirmed that authenticity and autonomy scores are lower as compared to other ethos and Confrontation and Proaction scores are higher among the employees.

Objective- The objective of this study was to identify the perceptions of the employees with regards to OCTAPACE culture at Rajiv Gandhi Cancer Institute and Research centre.

Method- Questionnaire was circulated amongst different department of Rajiv Gandhi Cancer Institute & Research Center and collected data was analyzed in excel.

Result- Among all 8 ethos, proaction score was highest which indicates that in this department people take initiative, preventive action and adopt proactive approach towards the situations. Authenticity score was lowest, which indicates there was distortion in communication amongst management and employees of RGCI&RC.

Conclusion- The results showed that authenticity score was lower for OCTAPACE profile. It was suggested to the management to promote communication, standardized procedures and fair practices to enhance authenticity in the organization, as Authenticity was valued the lowest among employees. In order to promote communication, employees should get adequate opportunities to interact with their peer group members and their seniors, which may be through official excursions and social gatherings. Even frequent staff meetings can enhance communication among employees, where they get the opportunity to interact with their seniors.

Acknowledgement

At the completion of my dissertation I would like to show my sincere gratitude to the Rajiv Gandhi Cancer Institute And Research Centre especially to Mr. D.S. Negi, CEO and Mr. Basant Kumar Panda, General Manager HR for providing me such an opportunity. Without their constant support and guidance it would never be a success.

I wish to express my deep sense of gratitude to my head of department and my mentors Mr. Mr. Jeevan Singh Adhikari for his constant help and cooperation, able guidance, valuable suggestions and inspiration. He was kind enough to give his valuable time from his extremely busy schedule.

Words are inadequate to offer my thanks to all the respected staff at Rajiv Gandhi Cancer Institute And Research Centre for their able guidance and support throughout the dissertation period.

I am glad to acknowledge my guide Dr. Alok Mathur, Associate Professor, The IIHMR University, for incorporating right attitude in me towards learning and for helping and supporting whenever required. I am grateful to them for giving me an opportunity to learn administrative tricks and styles.

I genuinely thank my parents, family and friends for their blessings and support.

Apurva Okharwal

(IIHMR/2015-2017/)

Table of Contents

1. Introduction	7
2. Literature Review	9
3. Research Question	9
4. Objective	10
5. Methodology.....	10
6. Data Collection Tools And Techniques	10
7. Result And Discussion	11
7.1. Average score of organization	11
7.2. Difference between ethos and perceive ethos of organization	11
7.3. Marketing.....	12
7.4. Cytotoxic Admixture unit	13
7.5. HR.....	14
7.6. Radiology.....	15
7.7 Quality.....	16
7.8 I T.....	17
7.9Material.....	18
7.10 Research	19
7.11 Nursing	20
7.12 Administration	21
8. Conclusion	22
9. References	22

List of Figure

1. Figure:7.3.1 Marketing Total Average
2. Figure:7.3.2 Marketing Difference Average
3. Figure:7.4.1 Cytotoxic Mixture unit Total Average
4. Figure:7.4.2Cytotoxic Mixture unit Average
5. Figure:7.5.1 HR Total Average
6. Figure:7.5.2 HR Difference Average
7. Figure:7.6.1 Radiology Total Average
8. Figure:7.6.2Radiology Difference Average
9. Figure:7.7.1 Quality Total Average
10. Figure:7.7.2Quality Difference Average
11. Figure:7.8.1 IT Total Average
12. Figure:7.8.2IT Difference Average
13. Figure:7.9.1Material Total Average
14. Figure:7.9.2MaterialDifference Average
15. Figure:7.10.1Research Total Average
16. Figure:7.10.2ResearchDifference Average
17. Figure:7.11.1 Nursing Total Average
18. Figure:7.11.2Nursing Difference Average
19. Figure:7.12.1Administration Total Average
20. Figure:7.12.2Administration Difference Average

A Study on OCTAPACE culture of Rajiv Gandhi Cancer Institute and Research Centre

1. INTRODUCTION

Organization culture is the common behaviour of humans who are part of an organization and the meanings that the people attach to their actions. Culture includes the organization values, visions, norms, working language, systems, symbols, beliefs and habits. It is also the pattern of such collective behaviours and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

OCTAPACE culture includes ethics, values, beliefs, attitudes, norms, ethos, climate, environment and culture. According to Uday Pareek, the culture-related concepts also can be seen as multilevel concepts. At the core (first level) are the values, which give distinct identity to a group. This is the basic ethos of the group. Pareek defines ethos as “underlying spirit of character or group and is the root of culture”. 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 a distinct factor that affects the development of someone or something. Eight Dimensions OCTAPACE: the eight dimensions of OCTAPACE culture are openness, confrontation, Trust, Authenticity, pro-action, autonomy, collaboration and experimentation which are essential for a strong and successful organization. A culture with OCTAPACE values has the greater chance of achieving high involvement and satisfaction, team work, growth and free flow of communication within the organization.

OPENNESS:

Free to communicate, interact, receiving feedback from other staff members, sharing ideas and giving suggestions to team members.

OUTCOME: It helps in getting new innovative ideas, free interaction among team members and clarity in setting well defined objectives.

CONFRONTATION:

Facing the situation and taking challenges instead of shying from them.

OUTCOME: Clarity in problem resolving and more involvement in team discussions.

TRUST:

Maintains the confidentiality of information shared by others staff members of the organization.

OUTCOME: Getting empathy, support on time, reduces the stress level.

AUTHENTICITY:

Balance in between what one feels and says.

OUTCOME: Good interpersonal communication and less gaps in communication.

PRO ACTION:

Taking initiative, preplanning & adopting proactive approach

OUTCOME: Adopting proactive approach towards the situation.

AUTONOMY

Power to plan and act in situation.

OUTCOME: Helps in developing the mutual relationships, reduction in delegation of work.

COLLABORATION

Giving help to and accepting help from others in team.

OUTCOME: Timely work, improved communication, resource sharing.

EXPERIMENTATION: Using and encouraging innovate approaches to solve problems.

OUTCOME: Development of new product, methods, and procedures.

2. LITERATURE REVIEW

Many research studies have revealed a positive influence of organizational culture on employees. The concept of OCTAPACE culture showed by the occurrence of Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimentation. It deals with the extent to which these values are nourished and perceived by employees in the organization. Empirical studies conducted by Rohmetra (1998), Rao & Abraham (1999), Alphonsa (2000), Bhardwaj & Mishra (2002) and Kumar & Patnaik (2002) indicate that the culture of the OCTAPACE values is imbibed in the culture of many organizations to a good or moderate degree. These values certainly help in nourishing a climate of continuous development of human resources. The OCTAPACE culture is one of the important elements of the HRD climate.

Organization culture has been linked with other constructs such as organizational commitment, employee engagement, learned helplessness, managerial effectiveness, HRD climate, organizational performance, organizational role stress, etc. in the past. One of such studies by Jafri (2012) includes the linkage of culture with three types of commitments. His findings indicate that the highest observed cultural ethos includes mainly Openness and Proaction. The Proaction dimension was found to be the predictor of continued commitment in organizations. Further, it reveals the high influence of Collaboration and Autonomy on affective commitment. That means, working together and in teams helps in addressing organization problems more effectively, and this may probably promote emotional attachment between colleagues and with the organization. Earlier studies indicated that the culture of OCTAPACE values is practiced in varying degrees in the organization. Kumar (1997), in his study on the contribution of training towards HRD culture/climate/values, found that most of the 'OCTAPACE' values in the sample organization were perceived above the level of 'low'. However, in some cases, the 'OCTAPACE' culture is yet to take roots. Azmi and Sharma (2007) compared the OCTAPACE profile of Banking and IT sectors in India. In the study, it was found that the mean score of banks on Confrontation, Trust, Authenticity, Autonomy and Collaboration is towards the higher end of the norms.

3.RESEARCH QUESTION

What is the level of OCTAPACE culture in Rajiv Gandhi cancer Institute and Research Centre amongst employees of different department?

4.OBJECTIVE

To identify the perceptions of the employees with regards to OCTAPACE culture at Rajiv Gandhi Cancer Institute and Research centre.

5.METHODOLOGY

STUDY AREA: Rajiv Gandhi cancer Institute and Research Centre

STUDY DESIGN: Descriptive study.

STUDY POPULATION: Employees of Rajiv Gandhi cancer Institute and Research Centre from different department.

SAMPLE DESIGN: Convenience Sampling

INCLUSION CRITERIA: Employees equal and above one year of experience.

EXCLUSION CRITERIA: Employees below one year of experience.

SAMPLE SIZE: 100 (Employees of Rajiv Gandhi cancer Institute and Research Centre).

STUDY DURATION: The study was conducted for the total durations of the three month.

6. DATA COLLECTION TOOLS AND TECHNIQUES

In this study, data is gathered through primary and secondary sources. The instrument advised by U.Pareek is used for data collection.

The OCTAPACE profile is a 40 items instrument that gives the profile of the organization's ethos in eight values. These values are openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation.

7. RESULT AND DISCUSSION

7.1 Average score of organization

Total Average											
	Marketing	Cytotoxic admixture unit	H R	Radiology	Quality	IT	Material	Research	Nursing	Admin	Total Avg.
O	3.3	3.2	2.7	3.1	3.1	3.2	3.4	3.3	3	2.9	3.1
C	3.5	3.2	2.9	3.2	3	3	3.4	3.4	2.9	2.7	3.1
T	3.3	3.1	2.7	3.1	3	3.4	3	3.3	3.1	2.8	3.1
A	2.7	2.6	2.3	2.6	2.6	2.6	2.6	2.7	2.5	2.4	2.5
P	3.3	3.4	2.9	3.3	3.3	3.3	3.8	3.6	3.1	3.1	3.3
A	3	2.6	2.5	2.8	2.6	3	3.4	2.9	2.7	2.6	2.8
C	3.1	3.2	2.9	3.1	3.1	3.2	3	3.3	3	3	3.1
E	3	2.9	2.6	3	3	3	3.4	3.1	2.8	2.9	3

Among all 8 ethos, proaction score was highest which indicates that in this department people take initiative, preventive action and adopt proactive approach towards the situations.

Authenticity score was lowest, which indicates there is distortion in communication amongst management and employees of RGC&RC.

7.2 Difference between ideal ethos and perceive ethos of an organization

Total Difference										
Marketing	Cytotoxic admixture unit	H R	Radiology	Quality	IT	Material	Research	Nsg.	Admin	Total
0.4	0.6	0.4	0.6	1.0	0.1	0.7	0.3	0.6	0.3	0.5
0.1	-0.1	0.0	0.1	-0.2	0.2	-1.0	0.1	0.5	0.6	0.0
0.1	0.8	0.0	0.4	0.8	0.0	0.8	0.1	0.4	0.1	0.3
0.3	0.2	-0.2	0.1	-0.1	-0.4	1.0	0.0	0.1	0.4	0.1
1.1	0.2	-0.4	0.3	-0.1	0.0	-0.3	0.1	0.0	-0.5	0.0
-0.1	0.0	-0.4	-0.1	-0.3	-0.6	-0.2	0.0	-0.1	0.2	-0.1
0.2	0.3	-0.3	0.1	0.5	-0.1	1.7	0.2	0.3	0.4	0.3
1.0	0.9	0.4	0.9	1.0	0.3	1.5	0.3	0.9	0.4	0.7

There is good fit on confrontation for espoused ethos and perceive ethos.

7.3 Marketing

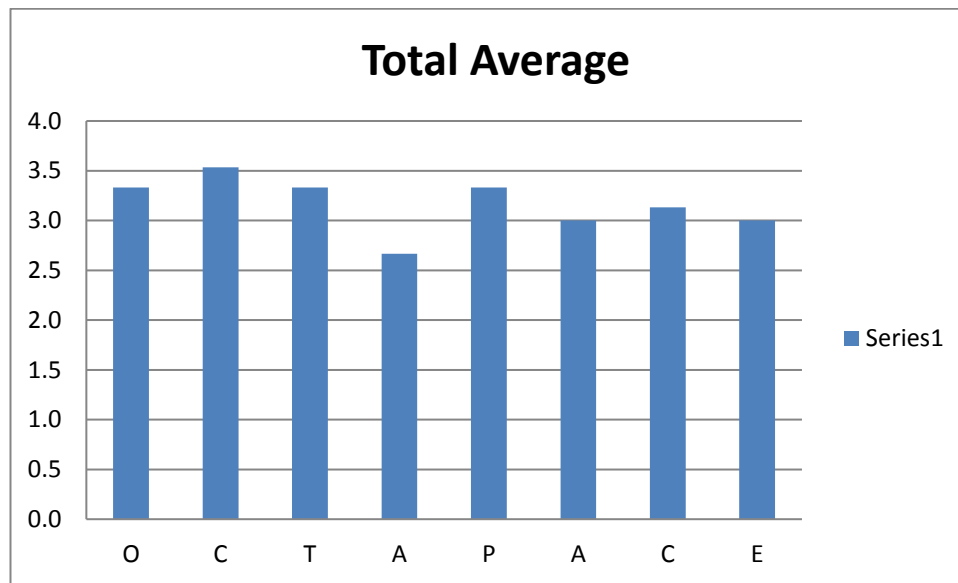


Figure:7.3.1 Marketing Total Average

Among all 8 ethos, confrontation score was highest which indicates there is better role clarity, improve problem solving and willingness to deal with problems and difficult employees and customers.

Authenticity score was lowest, which indicates there is distortion in communication amongst management and employees of RGC&RC.

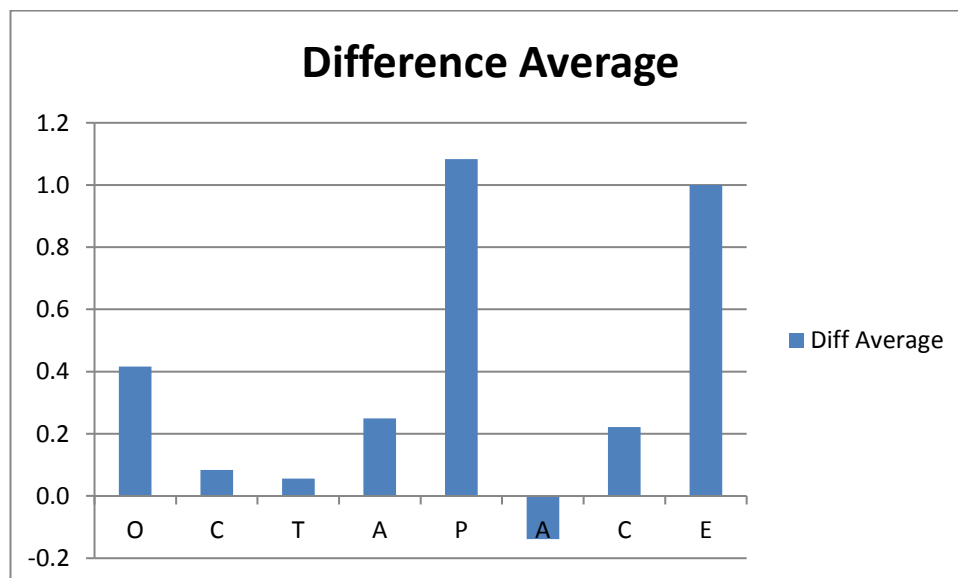


Figure:7.3.2 Marketing Difference Average

In espoused ethos and perceive ethos difference was highest in proactive which represents that there is difference in management and employees values and beliefs.

7.4 Cytotoxic admixture unit

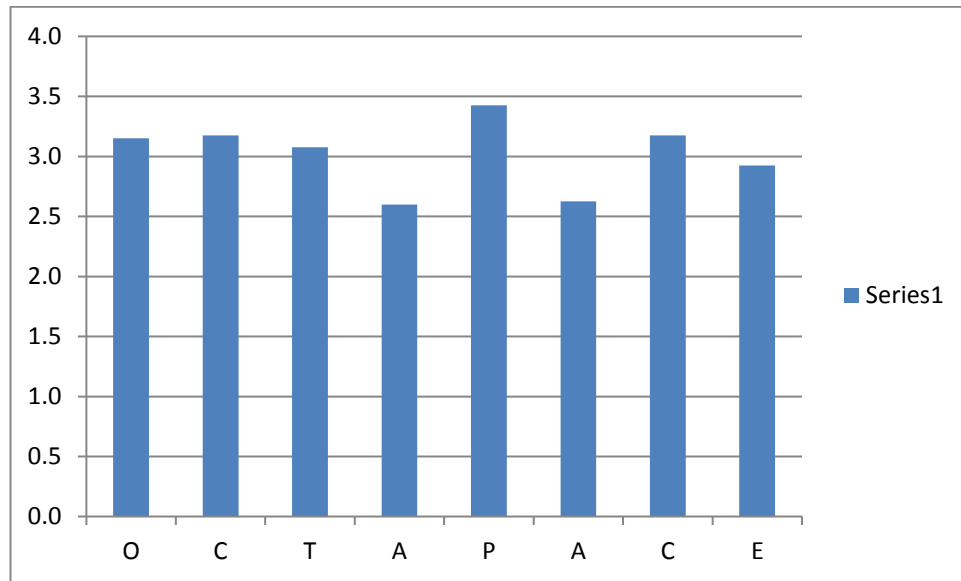


Figure:7.4.1 Cytotoxic mixture unit Total Average

Among all 8 ethos, proaction score was highest which indicates that in this department people take initiative, preventive action and adopt proactive approach towards the situation.

Authenticity and autonomy score was equal and lowest, which indicates there is distortion in communication, and no effective delegation in organization and increase in references made to senior people for approval of planned actions.

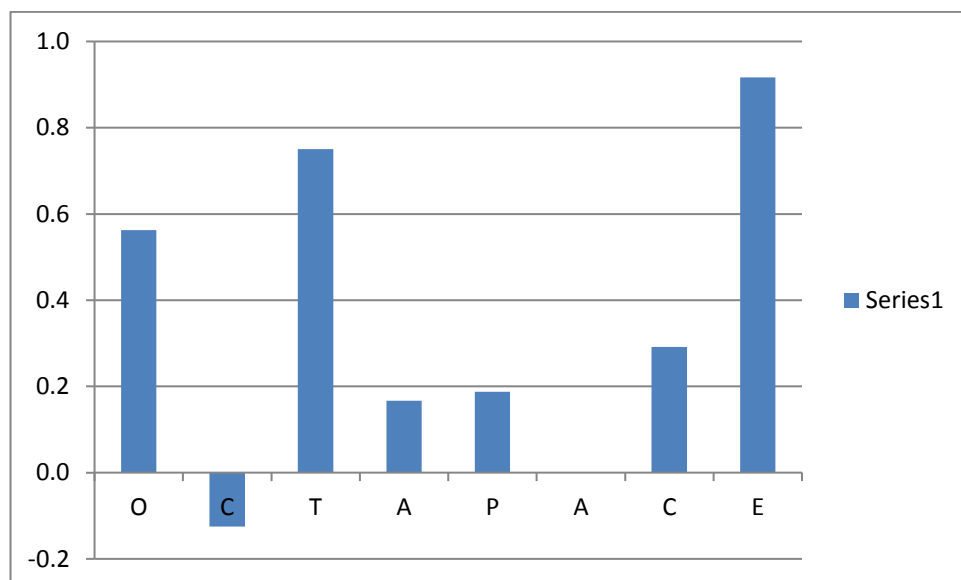


Figure:7.4.2 Cytotoxic mixture unit Total Difference Average

There was good fit on autonomy for espoused and perceive ethos .

7.5. HR

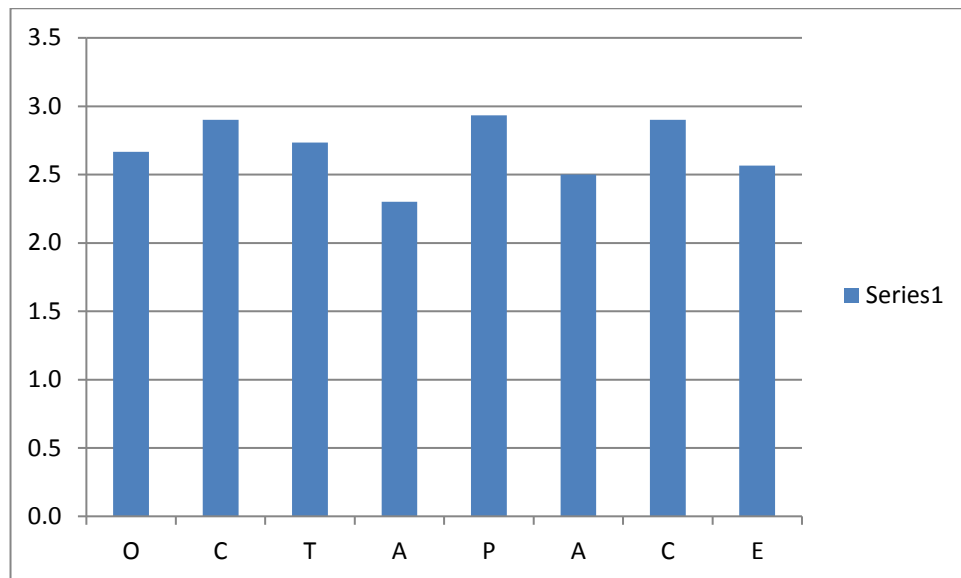


Figure:7.5.1 HR Total Average

Among all 8 ethos, confrontation, proaction, and collaboration score was equal and highest which indicates that in this department people have better role clarity, improved problem solving and willingness to deal with problems, people take initiative, preventive action and adopt proactive approach before taking action. And employees work together which shows good team spirits.

Authenticity score was lowest, which indicates there is distortion in communication amongst management and employees of RGC&RC.

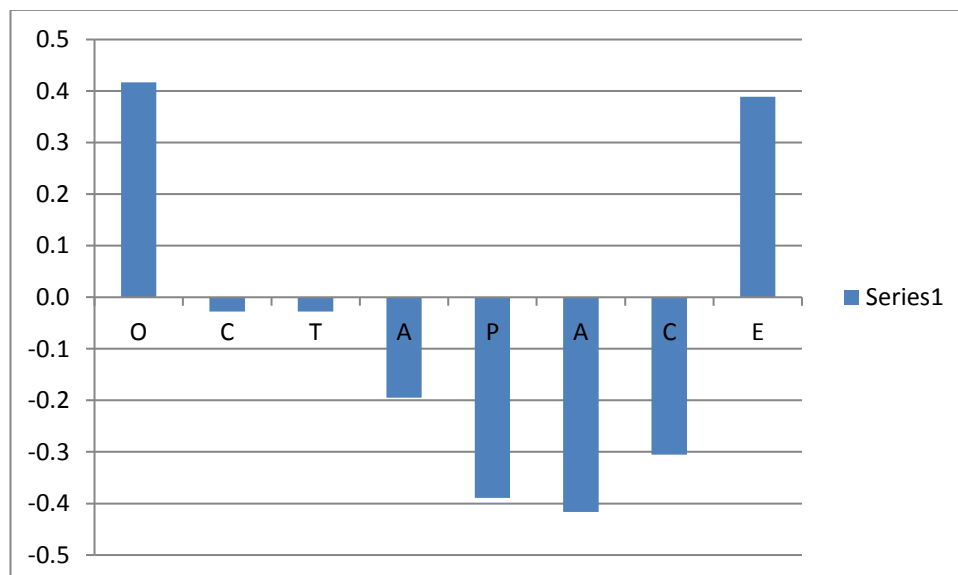


Figure:7.5.2HR Difference Average

There was good fit on confrontation and trust for espoused and perceive ethos.

7.6 Radiology

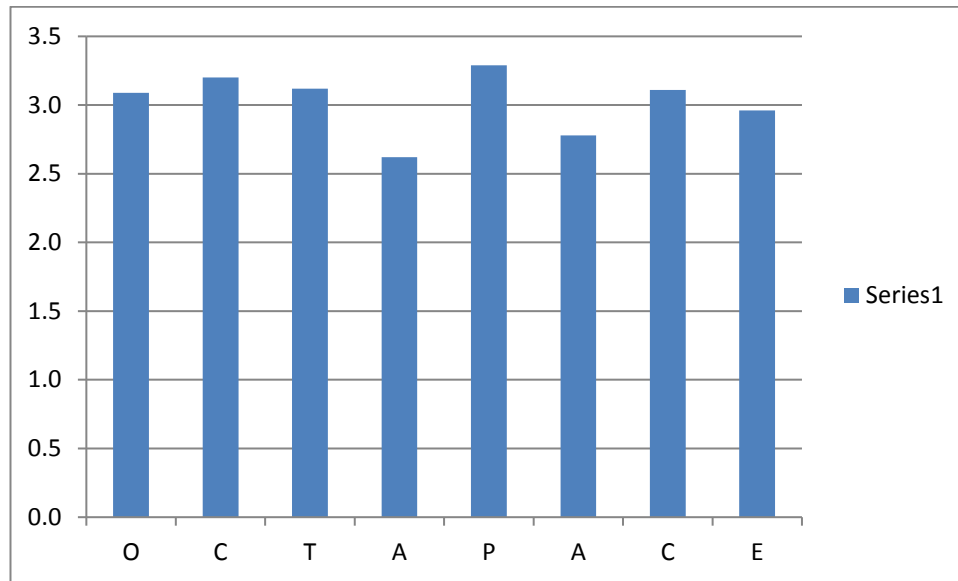


Figure:7.6.1 Radiology Total Average

Among all 8 ethos, proaction score was highest which indicates that in this department people take initiative, preventive action and adopt proactive approach towards the situation.

Authenticity score was lowest, which indicates there is distortion in communication amongst management and employees of RGC&RC.

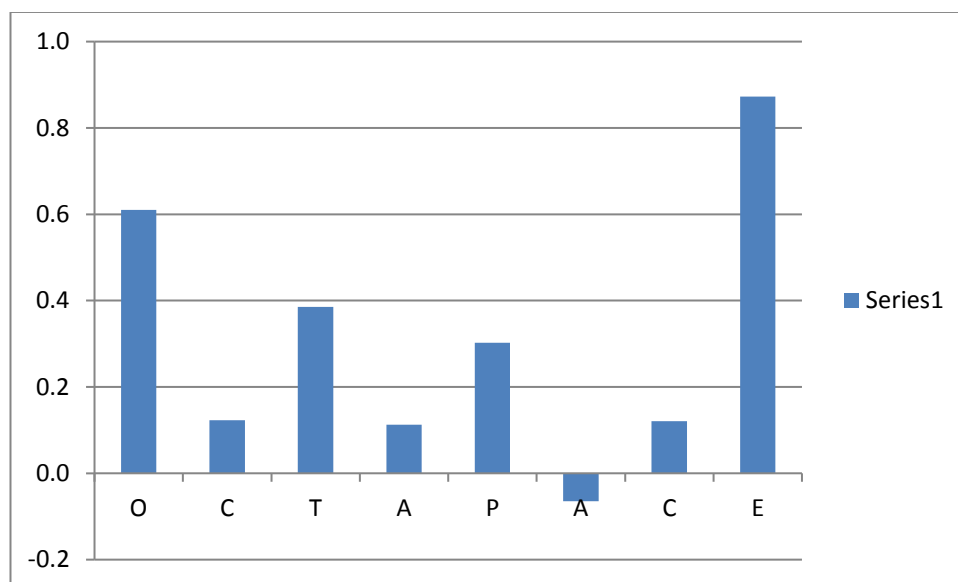


Figure:7.6.Radiology Difference Average

In espoused ethos and perceive ethos difference was highest in experimenting which represents that there is difference in management and employees values and beliefs.

7.7 Quality

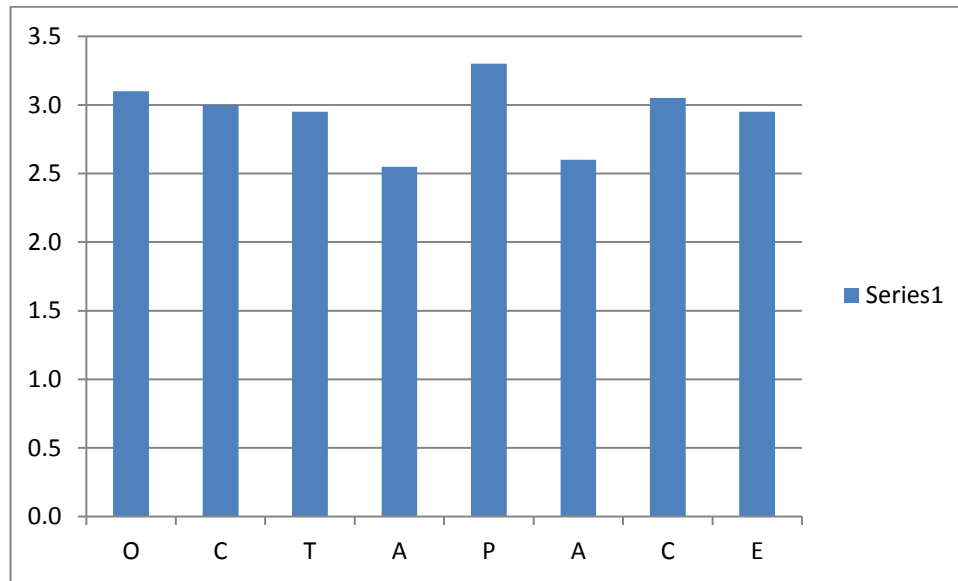


Figure:7.7.1 Quality Total Average

Among all 8 ethos, proaction score was highest which indicates that in this department people take initiative, preventive action and adopt proactive approach towards the situation.

Authenticity and autonomy score was equal and lowest, which indicates there is distortion in communication, and no effective delegation in organization and increase in references made to senior people for approval of planned actions.

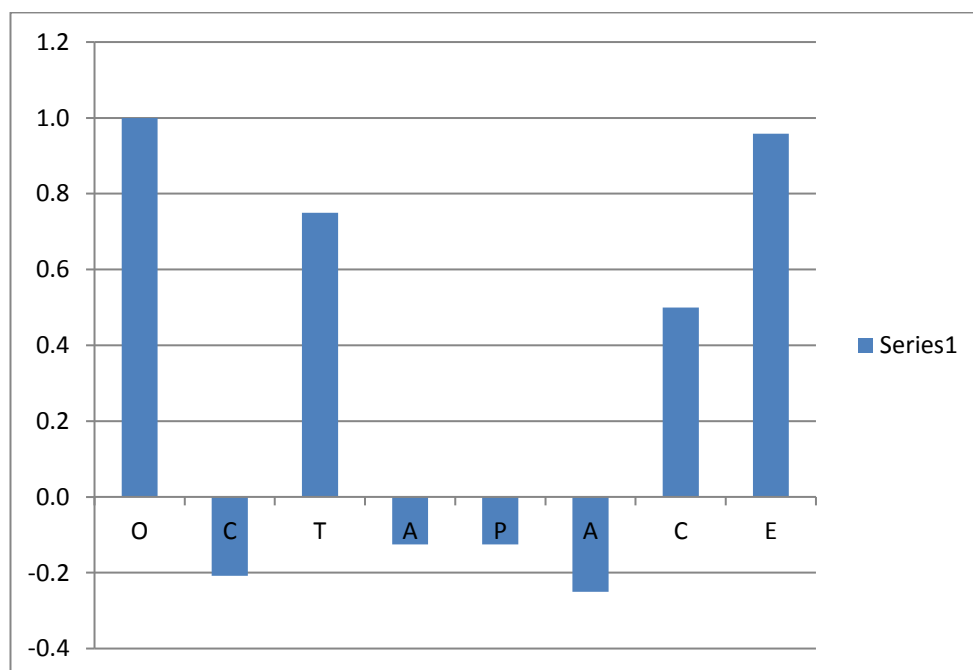


Figure:7.7.2. Quality Difference Average

In espoused ethos and perceive ethos difference was highest in openness which represents that there is difference in management and employees values and beliefs.

7.8 IT

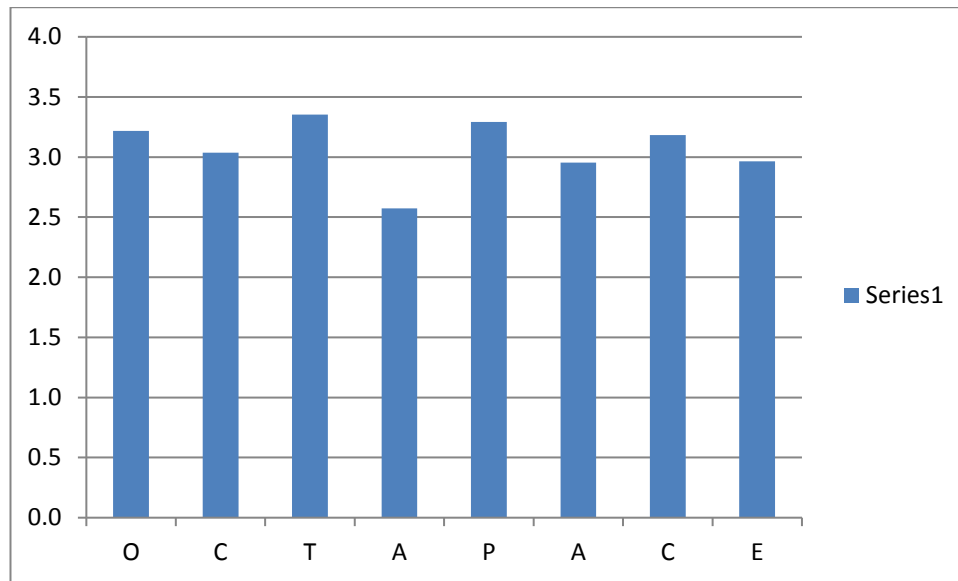


Figure:7.8.1. IT Total Average

Among all 8 ethos, Trust score was highest which indicates that there is highly maintaining the confidentiality shared by others instead of misusing it. It also reflect the sense of assurance that others will help, when such help is needed and will honour mutual commitment and obligations and accepting what an other employ says at face value,not searching ulterior motives.

Authenticity score was lowest, which indicates there is distortion in communication amongst management and employees of RGC&RC.

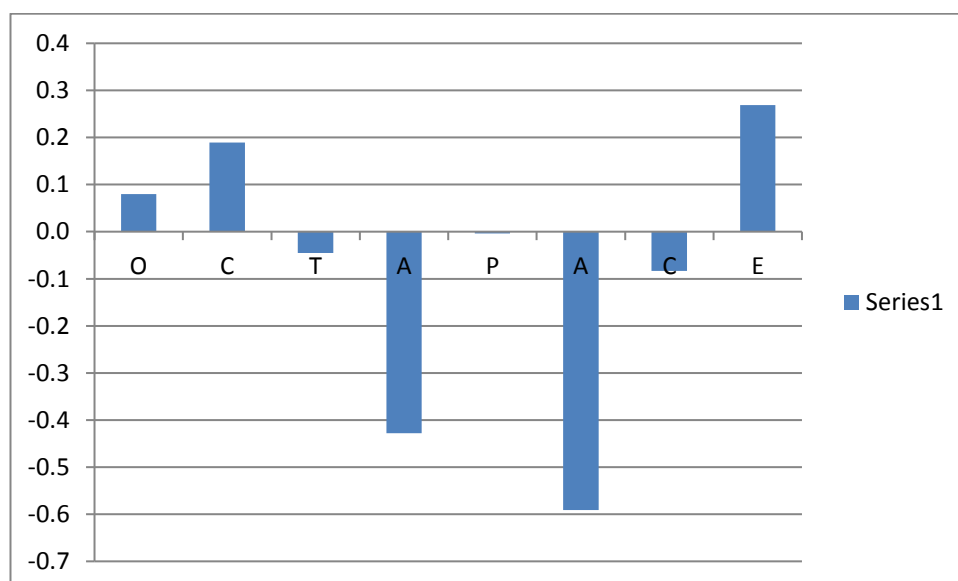


Figure:7.8.2. IT Difference Average

There was good fit on trust for espoused and perceive ethos.

7.9 Material

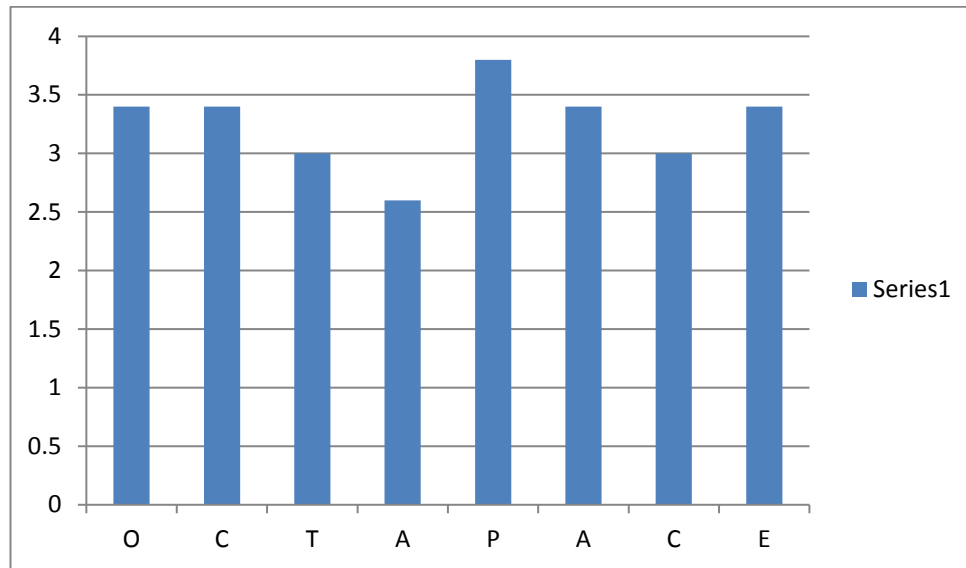


Figure:7.9.1. Material Total Average

Among all 8 ethos, proaction score was highest which indicates that in this department people take initiative, preventive action and adopt proactive approach towards the situation.

Authenticity score was lowest, which indicates there is distortion in communication amongst management and employees of RGC&RC.

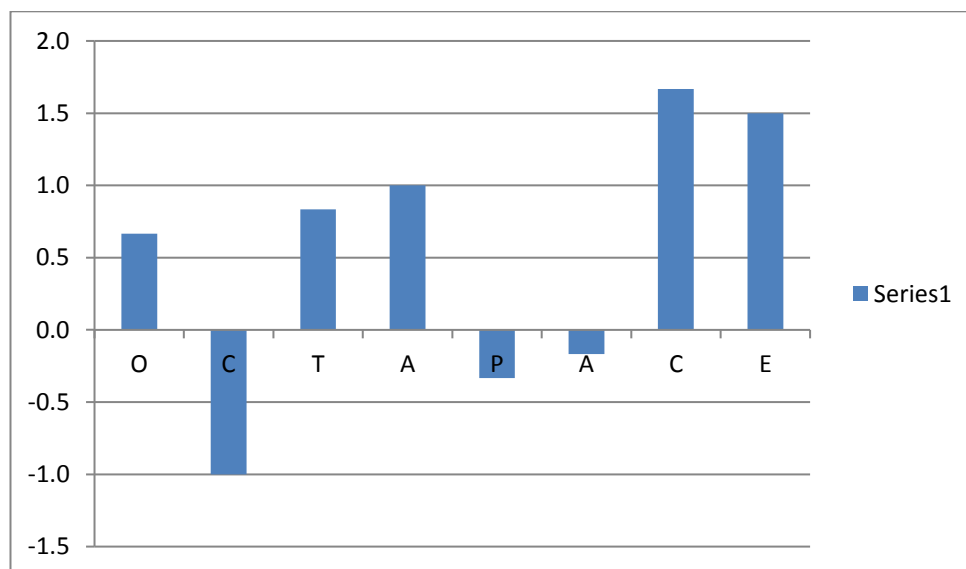


Figure:7.9.2. Material Difference Average

In espoused ethos and perceive ethos difference was highest in collaboration which represents that there is difference in management and employees values and beliefs.

7.10 Research

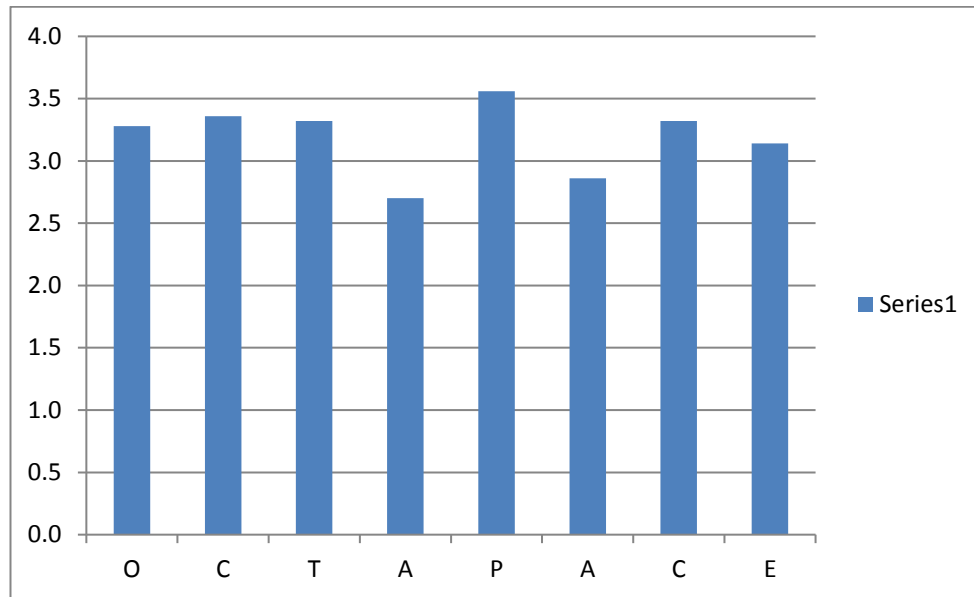


Figure:7.10.1. Research Total Average

Among all 8 ethos, proaction score was highest which indicates that in this department people take initiative, preventive action and adopt proactive approach towards the situation.

Authenticity score was lowest, which indicates there is distortion in communication amongst management and employees of RGC&RC.

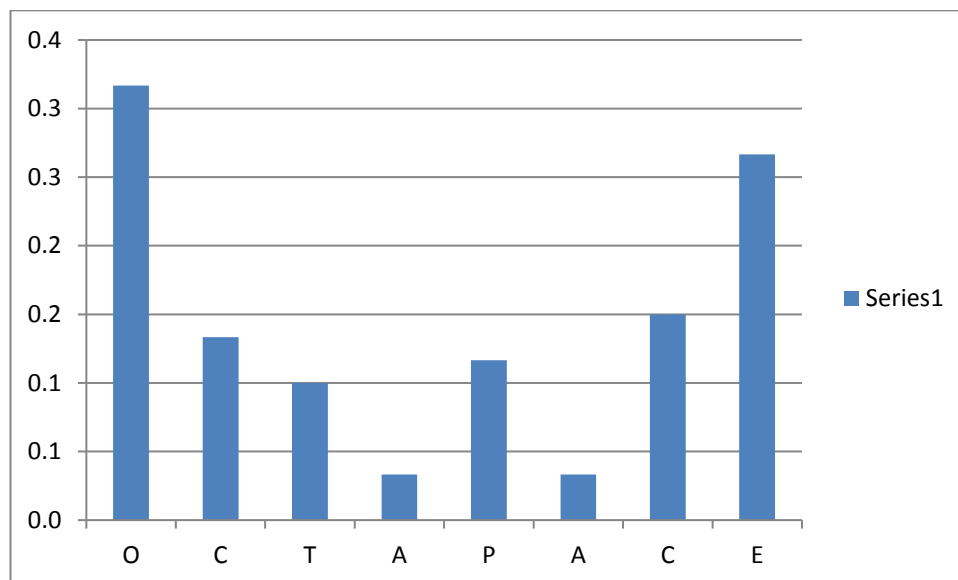


Figure:7.7.2. Research Difference Average

There was good fit on authenticity and autonomy for espoused and perceive ethos.

7.11 Nursing

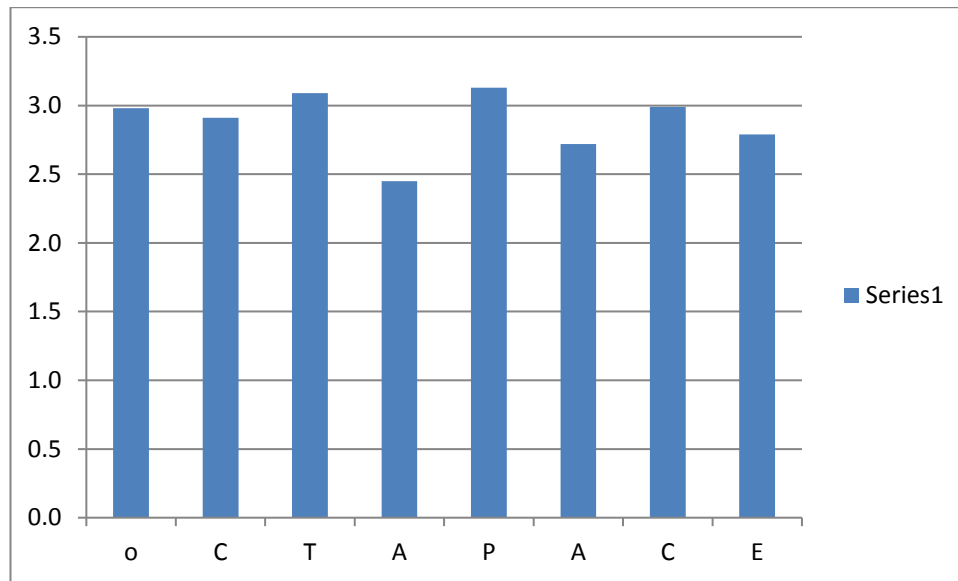


Figure:7.11.1.Nursing Total Average

Among all 8 ethos, Trust and proaction score was highest which indicates that there is highly maintaining the confidentiality shared by others instead of misusing it. It also reflect the sense of assurance that others will help, when such help is needed and will honour mutual commitment and obligations and accepting what an other employ says at face value,not searching ulterior motive. People take initiative, preventive action and adopt proactive approach before taking actions.

Authenticity score was lowest, which indicates there is distortion in communication amongst management and employees of RGC&RC.

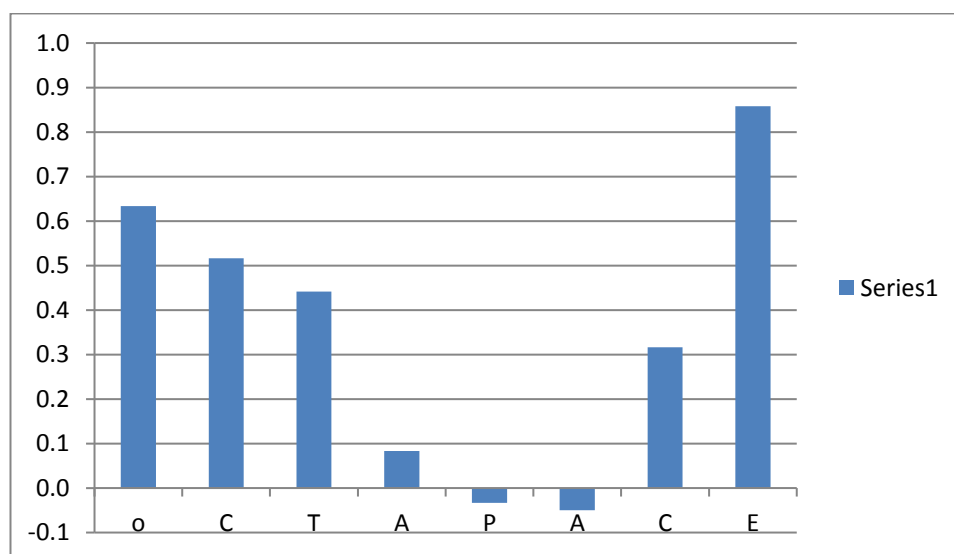


Figure:7.11.2 .Nursing Difference Average

There was good fit on trust for espoused and perceive ethos.

7.12. Administration

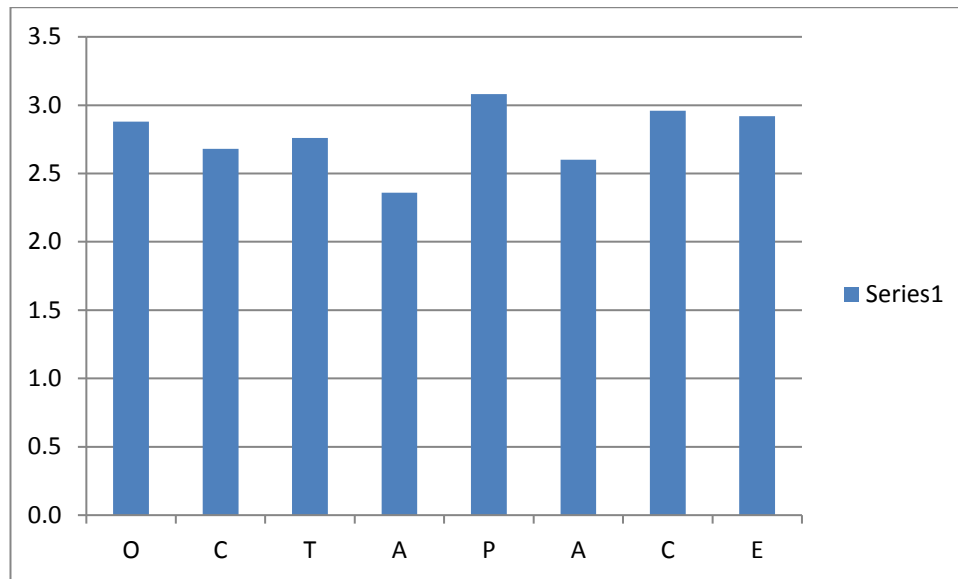


Figure:7.12.1 Administration Total Average

Among all 8 ethos, proaction score was highest which indicates that in this department people take initiative, preventive action and adopt proactive approach towards the situation.

Authenticity score was lowest, which indicates there is distortion in communication amongst management and employees of RGC&RC.

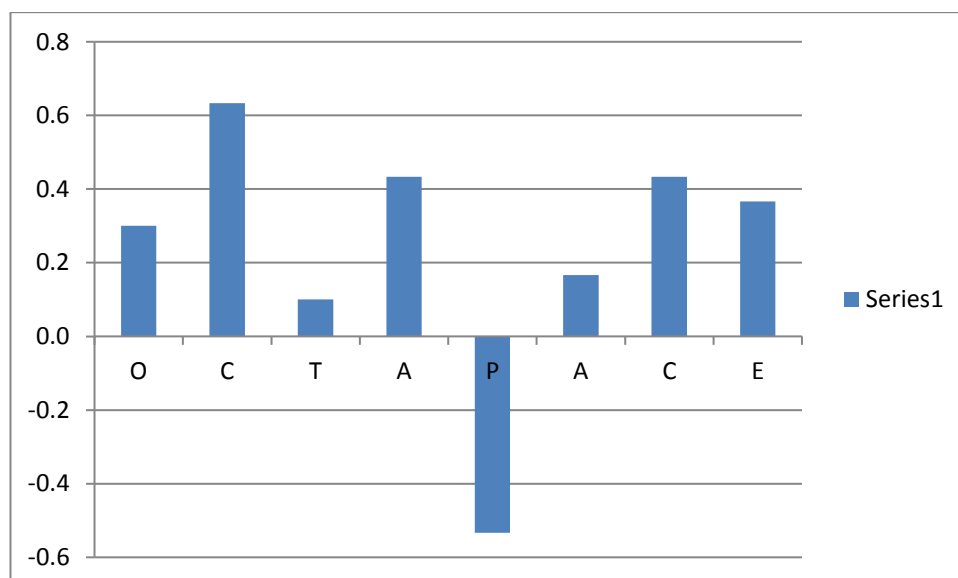


Figure:7.12.2.Administration Difference Average

In espoused ethos and perceive ethos difference was highest in confrontation which represents that there is difference in management and employees values and beliefs.

8.SUGGESTION

The results showed that authenticity was lower in score for OCTAPACE profile. It was suggested to the management to promote communication, standardized procedures and fair practices to enhance authenticity in the organization, as Authenticity was valued the lowest among employees. In order to promote communication employees should get adequate opportunities to interact with their peer group members and their seniors, which may be through official excursions and social gatherings. Even frequent staff meetings can enhance communication among employees, where they get the opportunity to interact with their seniors.

9. REFERENCE

1. Alphonsa, V. K. (2000). HRD Climate in a Private Hospital in Hyderabad: An Empirical Study. *Indian Journal of Training and Development*, 30, 50–67.
2. Azmi, F. T & Sharma, R. (2007).Profiling the OCTAPACE culture:An Empirical study of Banking and IT sectors in India. *The ICFAI Journal of Management Research*, 6(12), 7-10.
3. Jafri,M.H. (2012). An Empirical Study of OCTAPACE Culture and Organizational Commitment. *International Journal of Retailing & Rural Business Perspectives*,1(2),187-195.
4. Subhramnian, D. (2017). [online] Available at: <http://ACHIEVING HIGH INVOLVEMENT & SATISFACTION THROUGH OCTAPACE CULTURE IN IT COMPANIES> [Accessed 14 May 2017].
5. Petonjee, D. (2017). [online] Available at: <http://Study of Organization Culture in Power Sector Organizations> [Accessed 14 May 2017].
6. Soni, V. (2017). [online] Available at: <http://A Study of organizational dynamics through OCTAPACE culture in IT companies> [Accessed 14 May 2017].
7. Mufeed, S. (2017). [online] Available at: <http://Octapace: A Culture Of Growth In The Health Care Sector In J&K> [Accessed 14 May 2017].
8. Hamdani, Q. (2017). [online] Available at: <http://NEED FOR ENHANCEMENT OF OCTAPACE CULTURE IN HOSPITALS OF INDIA> [Accessed 14 May 2017].