

A STUDY ON OCTAPACE CULTURE OF RAJIV GANDHI CANCER INSTITUTE AND RESEARCH CENTRE, DELHI

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INTRODUCTION

✕ What is Octapace?

The most important aspect of organizational culture are the values it practices. Eight values are examined to develop the profile of an organizational culture which is called as octapace, i. e

OPENNESS, CONFRONTATION, TRUST, AUTHENTICITY, PROACTIVELY, AUTONOMY, COLLABORATION, and EXPERIMENTING.

✖ Research Question

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

✖ Objective

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

METHODOLOGY

- ✕ Sample size-100

- ✕ Marketing-6
- ✕ Cytotoxic Admixture Unit-8
- ✕ HR-6
- ✕ Radiology-20
- ✕ Quality – 4
- ✕ IT-11
- ✕ Material – 10
- ✕ Research- 10
- ✕ Nursing-20
- ✕ Admin – 5

1. **STUDY DESIGN:** Descriptive study
2. **SAMPLE DESIGN:** Convenience Sampling
3. **STUDY DURATION:** The study was conducted for the total durations of the three month.
4. **INCLUSION CRITERIA:** Employees equal and above one year of experience.
5. **EXCLUSION CRITERIA:** Employees less then one year of experience.
6. **DATA COLLECTION TOOLS AND TECHNIQUES**

- ✕ In this study, data is gathered through primary and secondary sources. The instrument advised by Late Prof. 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.

OCTAPACE QUESTIONNAIRE

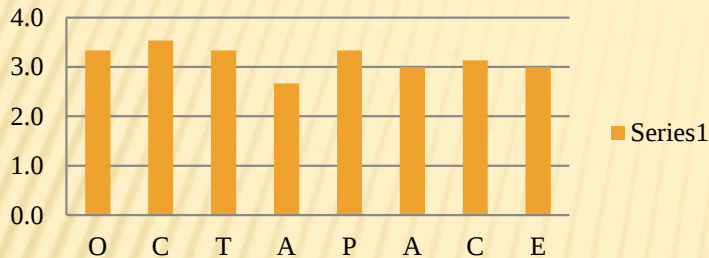
- 1) Free interaction amongst employees, each respecting other's feelings, competence and sense of judgment.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 2) Facing and not shying away from problems.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 3) Offering moral support and help to employees and colleagues in crises.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 4) Congruity between feelings and expressed behavior.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 5) Preventive actions on most matters
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 6) Employees taking independent action relating to their jobs.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 7) Team work and team spirit.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 8) Employees trying out innovative ways of solving problems.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 9) Genuine sharing of information, feelings, and thoughts in meetings.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 10) Going deeper rather than doing surface-level analysis of interpersonal problems.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 11) Interpersonal contact and support amongst employees.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 12) Tactfulness, smartness and even a little manipulation to get things done.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 13) Seniors encouraging their subordinates to think about their development and take action in that direction.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 14) Close supervision of, and directing employees on, action.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 15) Accepting and appreciating help offered by others.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 16) Encouraging employees to take a fresh look at how things are done.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 17) Free discussion and communication between seniors and subordinates.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 18) Facing challenges inherent in the work situation.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 19) Confiding in seniors without fear of their misusing trust.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐

- 20) Owning up mistakes made.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 21) Considering both positive and negative aspects before taking action.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 22) Obeying and checking with seniors rather than acting on one's own.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 23) Performing immediate tasks rather than being concerned about large organizational goals.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 24) Making genuine attempts to change behavior on the basis of feedback received.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 25) Effective managers put a lid on their feelings.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 26) Pass the buck tactfully when there is a problem.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 27) Trust develop trust.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 28) Telling a polite lie is preferable to telling the unpleasant truth.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 29) Prevention is better than cure.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 30) Freedom to employees breeds indiscipline.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 31) Usually emphasis on team work dilutes individual accountability.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 32) Thinking out and doing new things tones up organizational vitality.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 33) Free and frank communication between various levels helps in solving problems.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 34) Surfacing problems is not enough; we should find the solutions.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 35) When the chips are down you have to fend for yourself.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 36) People are what they seem to be.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 37) A stitch in time saves nine.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 38) A good way to motivate employees is to give them autonomy to plan their work.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 39) Employees involvement in developing organizational mission and goals contributes to productivity.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐
- 40) In today's competitive situation consolidation and stability are more important than experimentation.
4-Strongly Agree ☐ 3-Agree ☐ 2-Disagree ☐ 1-Strongly Disagree ☐

DATA ANALYSIS

1)MARKETING

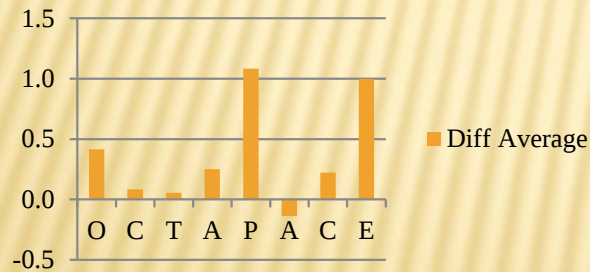
Total Average



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.

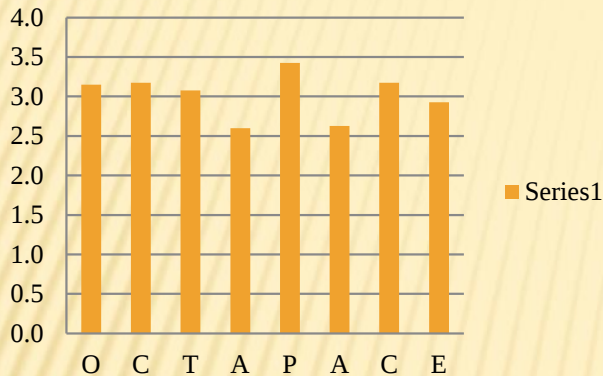
Difference Average



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

2) CYTOTOXIC ADMIXTURE UNIT

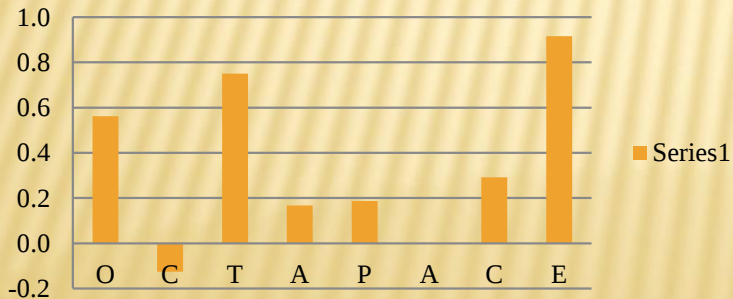
Total Average



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.

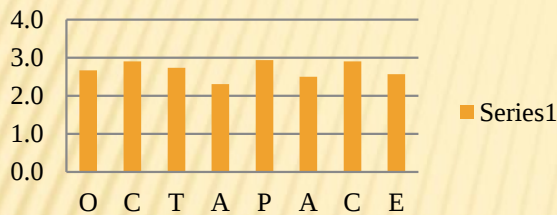
Total Difference



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

3) HR

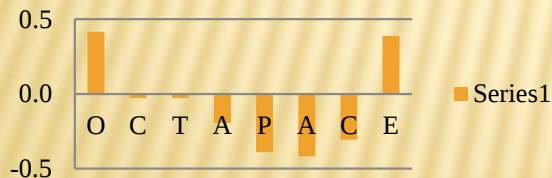
Total Average



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 and preventive action towards the situation . And employees works together which shows good team spirits.

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

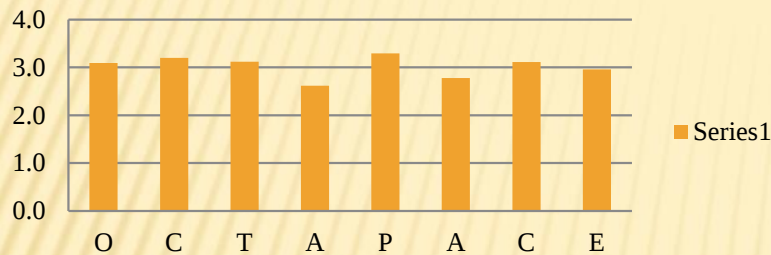
Total Difference



There was good fit on confrontation and trust for ideal and perceive ethos

4) RADIOLOGY

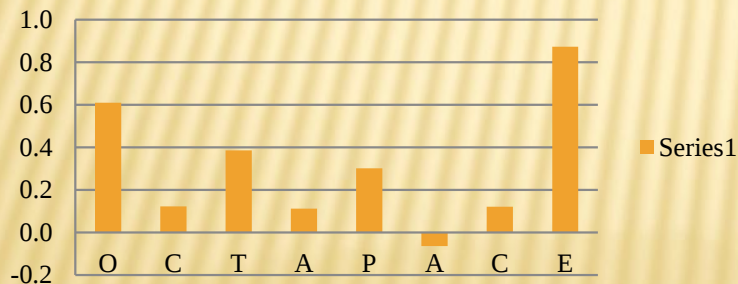
Total Average



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 RGCIRC.

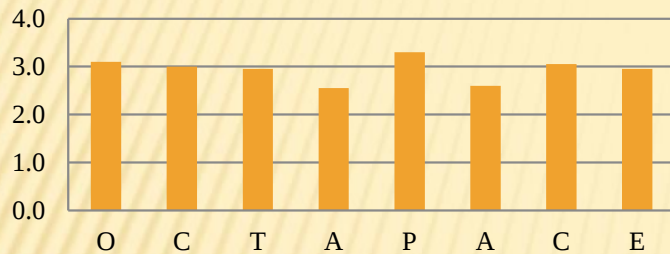
Total Difference



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

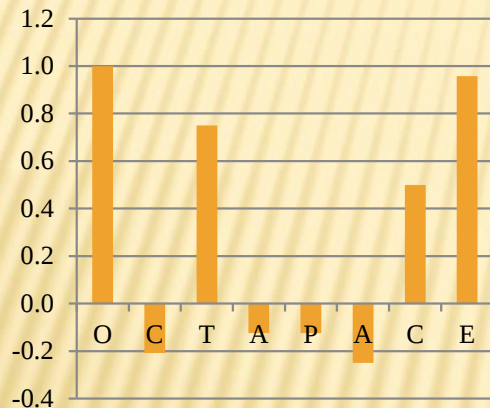
5) Quality

Total Average



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

■ Series1 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.

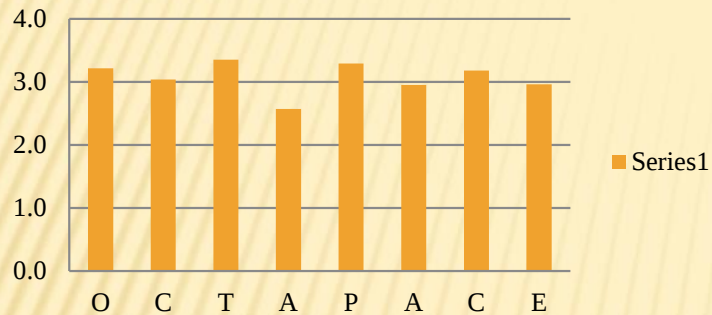


■ Series1

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

6)IT

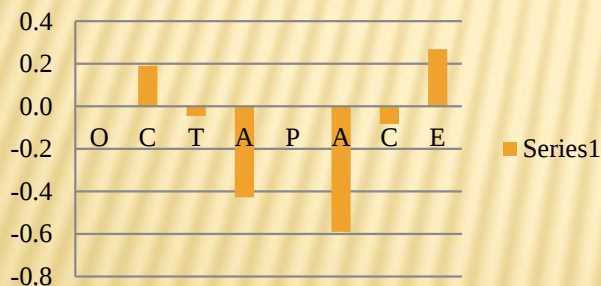
Total average



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.

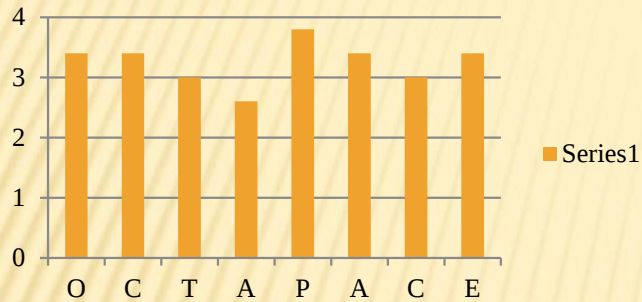
Authenticity score was lowest , which indicates there is distortion in communication amongst management and employees of RGC&RC.

Total Difference



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

7) MATERIAL



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

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

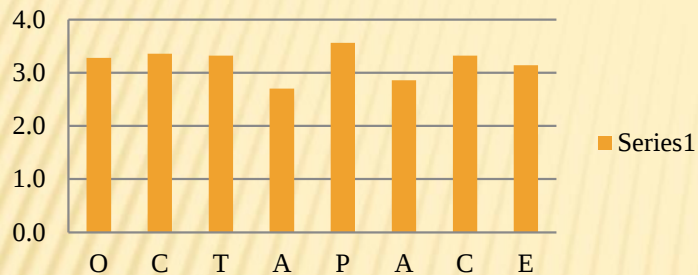
Total difference



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

8) RESEARCH

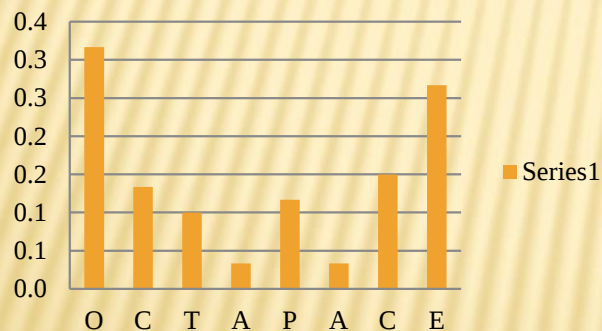
Total Average



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

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

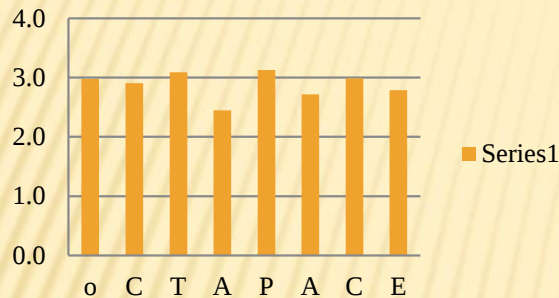
Total Difference



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

9) NURSING

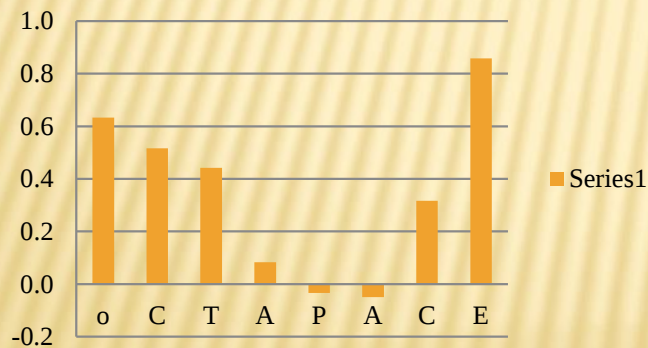
Total Average



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 and preventive action.

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

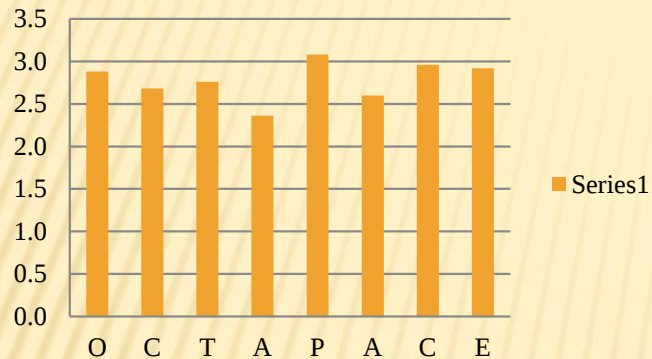
Total Difference



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

10) ADMINISTRATION

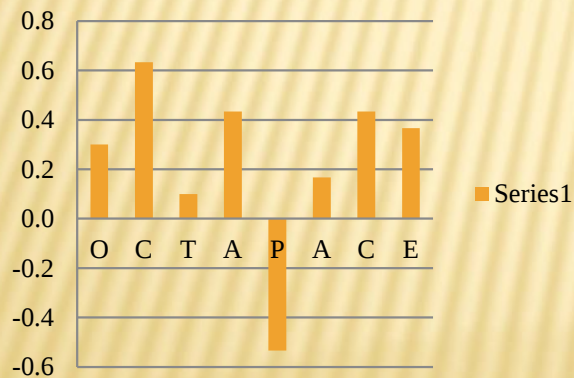
Total Average



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

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

Total difference



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

AVERAGE SCORE OF ORGANIZATION

	Total Average										
	Marketing	Cytotoxic admixture unit	HR	Radiology	Quality	IT	Material	Research	Nursing	Admin	TOTAL Average
O	3.3	3.2	2.7	3.1	3.1	3.2	3.4	3.3	3.0	2.9	3.1
C	3.5	3.2	2.9	3.2	3.0	3.0	3.4	3.4	2.9	2.7	3.1
T	3.3	3.1	2.7	3.1	3.0	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	3.0	2.6	2.5	2.8	2.6	3.0	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	3.0	3.0	3.1
E	3.0	2.9	2.6	3.0	3.0	3.0	3.4	3.1	2.8	2.9	3.0

Among all 8 ethos, proaction score was highest which indicates that in this department people take initiative, preventive action & adopt proactive approach towards the situations.
the payoffs on an alternative course before taking actions.
Authenticity score was lowest, which indicates there is distortion in communication amongst management and employees of RGCI&RC.

DIFFERENCE BETWEEN IDEAL ETHOS AND PERCEIVE ETHOS OF AN ORGANIZATION

Total Difference										
Marketing	Cytotoxic admixture unit	HR	Radiology	Quality	IT	Material	Research	Nursing	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	-	0.1	-0.1	0.4	1.0	0.0	0.1	0.4	0.1
1.1	0.2	-	0.3	-0.1	0.0	-0.3	0.1	0.0	-0.5	0.0
-0.1	0.0	-	-0.1	-0.3	0.6	-0.2	0.0	-0.1	0.2	-0.1
0.2	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 ideal and perceive ethos.

SUGGESTION

The results yield that authenticity was lower in calculated score for OCTAPACE profile. It may be suggested to the management to foster communication, standardized procedures and fair practices to enhance authenticity in the organization, as Authenticity was valued the lowest among employees. In order to foster communication, employees should get ample of opportunities to socialize 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.

× THANKS