

**AN ANALYSIS ON HOW OCTAPACE CULTURE HAS
AFFECTED THE WORKPLACE CLIMATE
AT
RAPTEE ENERGY PRIVATE LIMITED**

Submitted in partial fulfilment of the requirements for the award of
MASTER OF BUSINESS ADMINISTRATION

by

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Register No.42410106



**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A++" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**



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**INSTITUTE OF SCIENCE AND TECHNOLOGY
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CATEGORY - 1 UNIVERSITY BY UGC**

SCHOOL OF MANAGEMENT STUDIES

Bonafide Certificate

This is to certify that this Project Report is the Bonafide work of Mahima Choudhary. J (42410106) who carried out the project entitled “An analysis on how OCTAPACE culture has affected the workplace climate at Raptee Energy Private Limited” under our supervision from October 2023 to December 2023.

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Submitted for Viva voce Examination held on_____

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INTERNSHIP LETTER

30/11/2023
Mahima Choudhary J
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To whomsoever it may concern

This is to certify that Mahima Choudhary J has completed their internship as **Human Resource- Intern** at Raptee Energy Pvt. Ltd., from **01/09/2023 to 1/12/2023**.

Their contribution towards the development of our product were significant; and we also appreciate their efforts to push innovation at our firm. We wish them the very best in all their future endeavours and hope to work with them again in the future.

Sincerely,

RAPTEE

Celeste Ribha Dkhar

Executive - HR
Raptee

DECLARATION

I **Mahima Choudhary. J (42410106)** hereby declare that the Project Report entitled “**An analysis on how OCTAPACE culture has affected the workplace climate at Raptee Energy Private Limited**” done by me under the guidance of **Dr. R. Blessie Pathmu** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE: CHENNAI

Mahima Choudhary. J

ACKNOWLEDGMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, MBA., Ph.D., Dean - School of Management Studies** and **Dr. A. Palani, M.Com., M.Phil., M.B.A., Ph.D., - Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr. Blessie** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the Training.

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ABSTRACT

This project delves into the intricate relationship between Organizational Culture Through the Assessment of Person-Organization Fit (OCTAPACE) and the prevailing workplace climate at Raptee Energy Private Limited. Through a comprehensive analysis, we explore the various dimensions of OCTAPACE culture, including Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration, and Experimentation. By employing both qualitative and quantitative research methods, we aim to uncover how these cultural elements have shaped the organizational environment at Raptee Energy. Our findings are expected to provide valuable insights into the correlation between OCTAPACE culture and workplace dynamics, offering recommendations for enhancing organizational effectiveness and employee satisfaction. This research contributes to the broader understanding of organizational culture by providing context-specific insights relevant to the energy sector. The recommendations derived from our findings aim to serve as a guide for organizational leaders not only at Raptee Energy but also for other companies in the energy industry seeking to optimize their organizational culture for enhanced effectiveness and employee satisfaction.

In essence, this project strives to go beyond a mere analysis of OCTAPACE culture by contextualizing its impact on the unique organizational fabric of Raptee Energy Private Limited, thereby offering actionable insights that contribute to the ongoing discourse on organizational effectiveness and culture within the energy sector.

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CHAPTER-1

INTRODUCTION

1.1 INTRODUCTION

Organizational culture is granted more importance as the competition evolves and pressure mounts on businesses, because corporate culture gives organisations both stability and adaptability. By acting as the binding force that keeps the organisation together by upholding a distinct set of mutually agreed-upon principles, this fosters stability.

In order for companies to perform at their peak, the organisational culture is crucial. Culture ensures that there is adequate blood circulation through all of the organs, which gives the body the energy it needs to function well. The upper management's convictions first influence the HRD culture, which is then shaped by HRD systems and practises.

A system of shared meaning that members of an organisation hold and that separates the organisations from one another. An assortment of important qualities that the group values make up this shared meaning system. Employee perceptions of an organization's culture, not whether or not they are liked, are what organisational culture is all about. That qualifies as a descriptor. The culture of a group also reflects the shared viewpoints of its members.

Culture plays an important role in shaping any organisation. Culture evolves with the business perspective, internally & externally. A healthy organizational culture rests on eight strong pillars of the OCTAPACE profile (developed by U. Park) refers to Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration and Experimentation. T.V.Rao introduced the concept of OCTAPAC culture as a good progressive way of building organizations. Udai Pareek and T.V.Rao pioneered the concept of HR Culture and propounded the OCTAPAC culture — O-openness, C-collaboration, T-trust, A-authenticity, P-pro-activity (taking initiatives), A-autonomy and C - confrontation with problems. An E for empowerment and experimentation was later added and it became OCTAPACE. The eight important values relevant to institution building are –

1. **OPENNESS:** Freedom to interact, share, and converse without restriction.
Obtaining customer input and providing team members with ideas and suggestions.
OUTCOME: Openness helps to improve implementation of systems leading to innovation and free interaction among team mates and clarity in setting objectives.
2. **CONFRONTATION:** Tackling issues and difficulties head-on without hesitating.
OUTCOME: Conflict resolution, clarity, and team debate are all aided by confrontation.
3. **TRUST:** Protecting the privacy of business and other people's information.
OUTCOME: Increased empathy, prompt assistance, lessened stress, and streamlined forms and processes.
4. **AUTHENTICITY:** Consistency between one's feelings and words.
OUTCOME: Planning and executing strategies for pressing issues
5. **PRO-ACTION:** Taking the initiative, preparing ahead, and acting preventively.
OUTCOME: Preparing and executing strategies to address urgent issues.
6. **AUTONOMY:** Using and allowing flexibility to make plans and take action in one's own domain.
OUTCOME: Builds relationships between individuals, which lessens references to authority figures.
7. **COLLABORATION:** Assisting teammates and receiving assistance from them.
OUTCOME: On-time performance, enhanced collaboration, and resource sharing
8. **EXPLICITNESS:** The quality of stating something clearly and directly.
OUTCOME: Roles and tasks are easily understood.

In addition to being an acronym for these values, OCTAPACE is a meaningful term, indicating eight (octa) steps (pace) to create functional ETHOS.

The study of an organization's OCTAPACE culture aids in providing the workers with the necessary training for upholding a healthy workplace atmosphere and aids in resolving a variety of issues that may arise. The underlying spirit or character of an entity or group is known as its ethos, and it is comprised of its beliefs, practices, and traditions. CORE VALUES, i.e., people need to offer and get something from the occupation that goes beyond merely earning a salary, form the basis of ethos. The

shared values, views, and behavioural norms and expectations of an organization's members are included in this.

WORKPLACE CLIMATE

Considered as fundamental building blocks for describing and analyzing organizational phenomena, organizational culture and climate put a special emphasis on how participants in an organization perceive, feel, and make meaning of their working environment. Although culture and climate have been studied from various scholarly perspectives and have their origins in various fields, they both focus on comprehending psychological phenomena in organizations. Both ideas are predicated on the idea of shared meanings—a common comprehension of some element of the organizational context. A description on what "climate" is in an organizational setting is founded on people's experiences and what they "see" and experience. In terms of practices, policies, procedures, routines, and rewards, climate refers to how workers perceive their workplace. As a result, the "situation" and how it affects workers' perceptions, emotions, and behaviour are the main points of emphasis in the field of climate. It could be seen as temporal, subjective, and potentially susceptible to influence by people in positions of power. Culture contributes to the explanation of why these things occur, whereas climate is concerned with experiential descriptions or views of what occurs. In contrast to climate, culture is more stable, has deeper historical origins, is held collectively, and is impervious to manipulation. Culture furthermore reflects an evolved context ingrained in systems. Climate is therefore more "immediate" than culture. When someone enters an organization, they can perceive the culture through a variety of cues, including the physical appearance of the space, the emotionality and attitudes displayed by employees, the experiences and treatment of guests and new employee members, and more. Individuals' perceptions of the organizational context contain the climate, and when these perceptions are held by a group of people, a higher-level social construct is revealed.

COMMUNICATION: One of the most crucial elements in a business's growth is communication. Workplace communication refers to the exchange of information among specific employees or teams of employees in a professional environment, as well as the means by which the communication is facilitated. Common workplace

communications can happen directly during face-to-face meetings, virtually through emails, texts, voicemails, or notes, or all four. A company's ability to continue being productive and efficient depends heavily on the sharing of information among its workers. Because it increases staff morale, engagement, productivity, and satisfaction, communication in the workplace is crucial. For improved teamwork and cooperation, communication is also essential. Effective workplace communication ultimately contributes to improved performance for people, teams, and organizations.

EMPLOYEE/ EMPLOYER RELATIONS: The term "employee to employer relationship" alludes to the professional relationship that exists between employers and employees. Managers and employees depend on one another in order to create results that are advantageous to the company. Thus, there needs to be a solid bond between the two. Managing this connection between the two is essential in the contact point industry. As connection strength increases, employee happiness increases directly proportionately, which boosts productivity. Keeping the value of the employer-employee connection in mind is necessary in order to be eligible for these benefits.

COORDINATION AND TRAINING: The role of management in coordination is to make sure that various organizations and departments operate in unison. As a result, all of the departments, groups, and employees operate in unison. Additionally, it promotes harmony in the execution of various duties and activities to effectively meet the organization's goals. To help members of an organization acquire and implement the knowledge, skills, abilities, and attitudes required by a specific job and organization, teaching and learning activities are known as training.

COMMITMENT SERVICE QUALITY: The dedication of leaders to service quality is characterized by their affective wish to improve the level of customer service provided by their company. Service quality measures how well a company meets the needs of its clients.

DIVERSITY: Having staff that is inclusive of people from various racial and ethnic backgrounds is referred to as workplace diversity. It refers to variety beyond just gender, socioeconomic status, and culture. Additionally, it implies that the company promotes a feeling of community that makes everyone feel like a valued member of the group.

1.2 INDUSTRY PROFILE

The electric vehicle industry in India is a growing industry. The central and state governments have launched schemes and incentives to promote electric mobility in the country and some regulations and standards are also in place.

While the country stands to benefit in a large way by switching its transport from IC engines to electric motor-powered, there are challenges like lack of charging infrastructure, high initial cost and lack of electricity produced from renewable energy.

Still, e-commerce companies, car manufacturers, app-based transportation network companies and mobility solution providers have entered the sector and are slowly building up electric car capacity and visibility.

The electric vehicles industry is at a nascent stage in India. It is less than 1% of the total vehicle sales however has the potential to grow to more than 5% in a few years. At present there are more than 5 lac electric two-wheelers and few thousand electric cars on Indian roads. The industry volumes have been fluctuating, mostly depending on the incentives offered by the government. Many serious players (Hero Eco, Ather, Electrotherm, Avon, Lohia, Ampere, etc) are continuing with the mission and trying to enforce the positive change under the banner of SMEV.

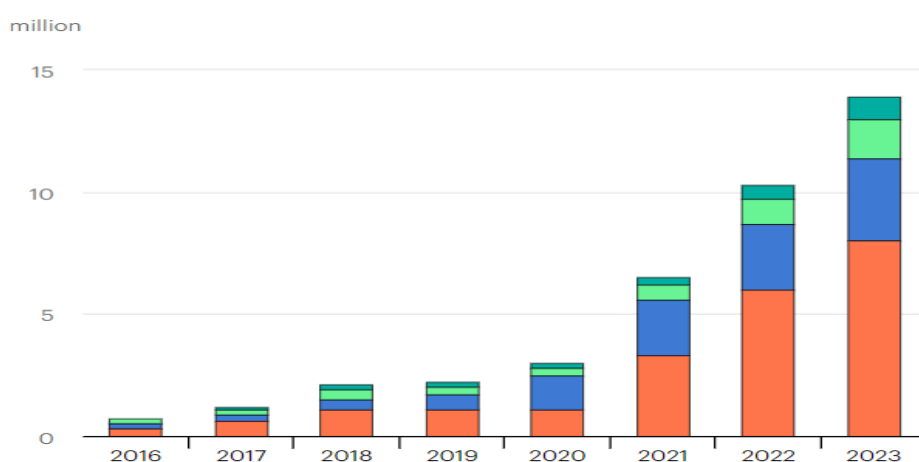
More than 90% of electric vehicles on Indian roads are low-speed electric scooters (less than 25km/hr) that do not require registration and licenses. Almost all electric scooters run on lead batteries to keep the prices low, however, battery failures and low life of batteries have become major limiting factors for sales besides government subsidies. Many manufacturers have taken initiatives to install the charging station with limited success. Players like Lohia and Electrotherm have developed Electric three-wheelers. Ampere and Hero have entered Electric Cycles segments. There are numbers of E-Rickshaw players mushrooming across the country and selling good numbers of E rickshaw for last-mile connectivity.

The industry is almost ready for take-off but for the incentives. It is expected that with FAME-2 the industry may witness a quantum leap in volumes and technology. SMEV sees a great opportunity with EVs in reducing the Carbon footprint, dependence on Crude oil imports, creating jobs and building a new Technology knowledge hub in India.

MARKET SIZE

Electric car sales saw another record year in 2022, despite supply chain disruptions, macro-economic and geopolitical uncertainty, and high commodity and energy prices. The growth in electric car sales took place in the context of globally contracting car markets: total car sales in 2022 dipped by 3% relative to 2021. Electric car sales – including battery electric vehicles (BEVs) and plug-in hybrid electric vehicles (PHEVs) – exceeded 10 million last year, up 55% relative to 2021. 10 million EV sales worldwide – exceeds the total number of cars sold across the entire European Union (about 9.5 million vehicles) and is nearly half of the total number of cars sold in China in 2022. In the course of just five years, from 2017 to 2022, EV sales jumped from around 1 million to more than 10 million. It previously took five years from 2012 to 2017 for EV sales to grow from 100 000 to 1 million, underscoring the exponential nature of EV sales growth. The share of electric cars in total car sales jumped from 9% in 2021 to 14% in 2022, more than 10 times their share in 2017.

Electric car sales, 2016-2023



Increasing sales pushed the total number of electric cars on the world's roads to 26 million, up 60% relative to 2021, with BEVs accounting for over 70% of total annual growth, as in previous years. As a result, about 70% of the global stock of electric cars in 2022 were BEVs. The increase in sales from 2021 to 2022 was just as high as from 2020 to 2021 in absolute terms – up 3.5 million – but relative growth was lower (sales doubled from 2020 to 2021). The exceptional boom in 2021 may be explained by EV markets catching up in the wake of the coronavirus (Covid-19) pandemic. Seen in comparison to recent years, the annual growth rate for electric car sales in 2022 was

similar to the average rate over 2015-2018, and the annual growth rate for the global stock of electric cars in 2022 was similar to that of 2021 and over the 2015-2018 period, showing a robust recovery of EV market expansion to pre-pandemic pace

Government Initiatives:

Following the economic reforms of 1991–1992, the Government of India and the State Governments offered significant fiscal incentives, including the liberalisation of external trade, the elimination of duties on the importation of information technology products, the relaxation of controls on both inbound and outbound investments and foreign exchange, the establishment of Export Oriented Units (EOU), Software Technology Parks (STP), and Special Economic Zones (SEZ), which all contributed to the growth of the Indian economy. A National Task Force on IT and Software Development was formed by the Indian government to examine the feasibility of supporting the sector in order to facilitate and advance the Indian IT industry. Venture capital has historically been the main funding source for the worldwide software industry.

Operating standards for venture capital funds have also been liberalised in accordance with global best practises to progress the industry.

Along with aggressively implementing fiscal incentives, the Indian government is also lowering barriers to FDI and foreign capital raising.

Financial Assistance:

Even though the overall pattern in 2010 was a gradual but consistent recovery from the crisis, 2011 saw a significant increase in global spending on R&D products and services because emerging markets recovered more quickly.

India's development in 2011 has mirrored a new demand for R&D products and services with a notable increase in the use of private and public clouds, mobile computing on a variety of devices, and a range of new software applications. In the upcoming years, it is anticipated that the R&D industry will continue to receive sizable FDI. Recently, massive FDI has poured into India's R&D sector, boosting both that industry and the nation's general economy. The Department of Industrial Policy and Promotion's most current data shows that foreign direct investment (FDI) inflow

increased by more than 100% to US\$ 4.66 billion in May 2011 from US\$ 2.21 billion a year earlier (DIPP).

This is the biggest monthly influx in 39 months. Additionally, contracts for foreign technology partnerships make it easier to introduce foreign innovations through FDI. India is inviting investors in the information technology industry. Indian regulations and processes are now more transparent, making it a platform that invites investors. A foreign business may own up to 100% of the equity of an Indian corporation.

Research & Development

Under the Income Tax Act, a weighted deduction of 150% of the cost of internal R&D is adopted in order to support national R&D and encourage start-ups that place an emphasis on technology and innovation. The Support International Patent Protection in Electronics and R&D (SIP-EIT) and the Multiplier Grants Scheme are two additional programmes that have been used to support various R&D projects in addition to the present funding programme (MGS). The government has begun the establishment of an open technology centre through NIC in order to efficiently guide the country on open technology in the fields of open-source solutions (OSS), open standards, open processes, open hardware specifications, and open course-ware. The different components of open technology will be brought together through this project, which will act as a national knowledge facility on a global scale.

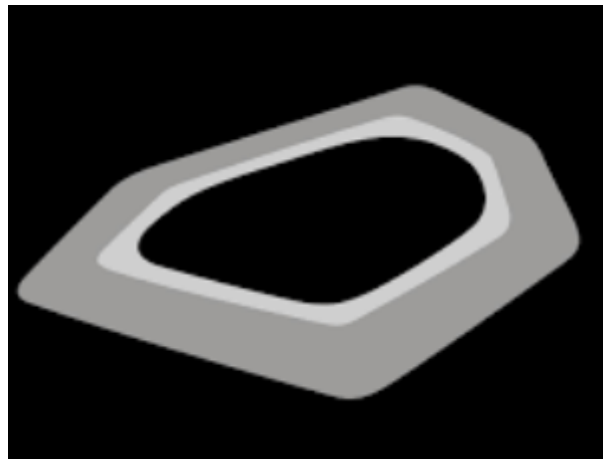
Regulations

The fiscal measures put in place by the Indian government and the various state governments specifically for R&D and ITES after the economic reforms of 1991–1992 have been a significant factor in the sector's success in India and the ability of the nation to take a leading position. The liberalisation of foreign trade, the removal of import taxes on goods related to information technology, the easing of restrictions on both inward and outward investment, and foreign exchange are additional significant contributing factors. The majority of the tax benefits provided by the Indian government go to export-oriented units (EOUs), special economic zones, and software technology parks (SEZ).

1.3 COMPANY PROFILE

Raptee Energy Pvt. Ltd. was founded in 2019 with a mission to revolutionize the electric 2-wheeler market in India. Our primary goal is to address the low penetration of electric vehicles and provide Indian consumers with high-quality, long-lasting, and technologically advanced electric 2-wheelers.

The company was born out of a deep concern for the environment and a desire to make electric vehicles accessible and appealing to the Indian market. Despite years of electric vehicle production globally, India still predominantly relies on petrol-powered vehicles. Raptee was established to change this narrative.



RAPTEE LOGO

FOUNDERS

Raptee Energy was founded by a dynamic team of individuals who bring diverse skills and expertise to the table:

- Dinesh Venkatasamy - CEO: A visionary with a knack for sales and marketing.
- Keerthivasan Ravi- CTO: A master builder, ensuring the quality and durability of our vehicles.
- Karthikeyan Adhikesavan- VP: The tech enthusiast, always bringing the latest technology to our designs.
- Phunith kumar -VP: The pragmatist, keeping the team grounded and focused

1.4 NEED OF THE STUDY

Any organization's culture is its core, and this study serves to identify the cultures that require strict adherence to rules and are unpopular with employees. This research contributes to the understanding of how organizational culture serves as an intrinsic motivator for workers in organizations within the R&D sector. Even with the best-laid plans, practitioners are beginning to understand that an organizational shift requires not only changing structures and procedures but also altering corporate culture.

1.5 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To investigate the relationship between OCTAPACE culture and workplace climate.

SECONDARY OBJECTIVE

- To investigate the relationship between Openness and workplace climate.
- To analyse the relationship between Confrontation and workplace climate.
- To study the relationship between Trust and workplace climate.
- To evaluate the relationship between Authenticity and workplace climate.
- To investigate the relationship between Proactivity and workplace climate.
- To study the relationship between Autonomy and workplace climate.
- To examine the relationship between Collaboration and workplace climate.
- To investigate the relationship between Explicitness and workplace climate.
- To understand the influence of the demographic factors on OCTAPACE culture.

1.6 SCOPE OF THE STUDY

The research, which is restricted to one R&D firm in Chennai (IN22LABS), does not necessarily represent the results of the industry as a whole. Employees from various divisions of the companies under study, including Operations, Sales Associates, Power BI, SEO, and SEO analysis, made up the study's population. These individuals were chosen at random. The study's goal was to examine the profound differences in corporate culture within the R&D sector.

1.7 IMPORTANCE OF THE STUDY

A favourable HRD climate is required. This climate is made up of members' perceptions of the organization's HRD ideology, systems, and practises. It is characterised by values like openness, confrontation, confidence, authenticity, proactivity, autonomy, collaboration, and experimentation. These principles promote harmony in the way that strategically developed HRD practises are carried out. If HRD tools are used correctly, they should result in OCTAPACE Culture, which attracts and retains more competent, contented, and committed workers and helps the organisation develop. The amiable OCTAPACE culture is crucial for fostering organisational efficiency and good governance, according to previous research studies. Employees have opinions or attitudes about a variety of elements of their work, careers, and organisations. HR professionals will be helped as they work to improve the crucial people side of the company in a fiercely competitive, global environment by having a better understanding of the connection between employee attitudes and business performance. Effective use of employee surveys can improve employee attitudes and bring about corporate change

1.8 LIMITATIONS OF THE STUDY

- Since it is a convenience sample, if time and cost had permitted a greater number of respondents could have participated in this study. The concerns of this sampling technique are that it often involves over-representation, but there can also be issues with under-representation with convenience sampling. Therefore, the results cannot be generalised to a great extent.
- Only a selective population filled out the survey which means a bias begins to enter into the data because only certain types of individuals receive an opportunity to become an agreeable participant instead of approaching the situation randomly. This bias should be avoided to ascertain the accuracy of the outcomes.

- The chosen organisation may not possess all the salient features of a top organisation in the R&D industry. Since it is a start-up organisation, it may not cater to the needs of its employees like its competitors as well. Also, the organisational and market conditions may also affect the outcomes of the survey.

1.9 STATEMENT OF THE PROBLEM

In view of changing business scenario, especially in the R&D sector, a lot of changes have taken place in terms of human resource policies and developmental aspects, wherein organisations are facing a lot of challenges to cope up and implementing the new thoughts. Organisations diagnose their current culture and if necessary, create action plans to alter them as it is essential to maintain a good organisational culture to improve employee productivity. OCTAPACE is a tool used to elevate an organisation's culture and therefore this study is done to understand the impact of OCTAPACE in improving the Organizational culture. The HRD climate in an organization plays a critical role in ensuring the requisite competency, motivation, job satisfaction, and overall development of its employees. Thus, every organization should build up an HRD climate by adopting suitable HR practices. This study addresses the components in HRD climate, i.e Communication, Employee/Employer Relations, Coordination and Training, Commitment Service Quality and Diversity are taken and related to each other and collectively work to measure the impact that OCTAPACE has on them.

CHAPTER-2

REVIEW OF LITERATURE

HRD CLIMATE:

Organizational climate is fundamental to human resource growth. HRD can be characterised as an employee's views of the organisational developmental environment. The following traits will characterise this developing environment: a propensity for treating people as the most valuable resource at all levels, beginning with top management and going all the way down; Every manager or supervisor should have the mindset that it is their responsibility to help their team members develop their skills. They should also have faith in their ability to change and learn new skills at any stage of their lives. They should also have a propensity for open communication and discussion, which allows for relatively unrestricted emotional expression. Job satisfaction, work attitudes, and role effectiveness are all influenced by the HRD climate, which in turn helps the institution as a whole operate more effectively. For workers to be highly motivated and to develop their skills, a supportive HRD environment is necessary.

OCTAPACE CULTURE:

HRD must be facilitated in an environment that is open to conflict, trust, autonomy, pro-action, authenticity, collaboration, and experimentation (OCTAPACE). When workers feel free to talk about their thoughts, plans, and emotions with one another, there is openness. By engaging in confrontation, issues and problems are brought to light with the intention of fixing them rather than being hidden out of fear of offending or being offended. Confidence is the ability to take someone at their word and believe what they say. Giving people the freedom to work freely and responsibly is what is meant by autonomy. Employee effort and risk-taking are encouraged by proactive management. Authenticity is the propensity for individuals to follow through on their promises. Accepting interdependence, being useful to one another, and working in teams are all aspects of collaboration.

Aileni, Vidyadhar Reddy (2012) There are many factors to determine the employee's quality of work life. Though, the demographic variables occupy wide place which means that there are lot of changes in between the employee's groups when they are divided with demographic factors. For the study, two major demographic factors were selected to analyse i.e., employee's age, and designation. The data was collected by proportionate sampling method by using close ended questionnaires with 4-point scale. The research problem was identified as whether the selected demographic factors are influencing the quality of work life or not. To solve the problem, an ANOVA analysis was done to find out the changes on the responses between employee groups based on the employee's age and designation. Then, found that there is a significant difference is observed on their responses about the QWL factors adequate and fair compensation, availability of resources, opportunity for carrier growth, job security, working time, work and life balance and work itself and also found that there is no significant difference was observed between the employee groups on health and safety working conditions. The research looked at participants' perceptions of the workplace climate and job satisfaction. The study's goal is to determine the connection between workplace culture and lower-level managers' job happiness in a public sector company that operates in the power industry in the state of Andhra Pradesh. According to the research, satisfied and dissatisfied sample respondents place different priorities on various organisational variables. In this regard, it's important to note that the satisfied group gave interpersonal relationships, taking risks, and reward management high marks. On the other hand, the dissatisfied group assigned the following top priority: supervision, communication, and decision-making

Anu Singh Lather, Janos Puskas, Ajay Kumar Singh, Nisha Gupta (2017): Using the characteristics of the OCTAPACE profile, this paper investigates the nature of organisational ethos common in various Indian economic sectors. According to an analysis of data gathered from 16 different organisations' workers, the consulting, manufacturing, services, and IT/ITES industries all have very different organisational cultures. Honesty and independence are regarded higher in consulting than in the manufacturing and service sectors. In the IT/ITES sector, openness and conflict are more prevalent, whereas collaboration is more prevalent in the industrial sector. Compared to the governmental sector, the private sector has a more transparent and trustworthy culture. Additionally, the findings show that professionally qualified employees rank confrontation, authenticity, and autonomy higher than those who are

not. However, no significant differences exist between males and females in their evaluation of organizational culture.

Brinkman, L. Richard (2013) The dynamics of corporate evolution are analysed and explained in this essay in the context of the anthropological idea of culture. The dominant force in the present economic environment is the multinational corporation referred to as The New Industrial State. The notion of corporate culture and its processes exposes the corporate power structure, which is centred on the management of corporate technology. If this dynamic is accepted, the entity in charge of regulating the application and exercise of this accumulated corporate power must then be identified. In the USA, profits without social responsibility are the social institution that controls corporate authority and policy. The low road of cost reduction is how this strategy is expressed.

CHE ROSE ET AL. (2006 A), thinks that QWL programs will benefit both faculty and management, by mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs.

DAVID LEWIS ET AL (2001), studied the extrinsic and intrinsic determinants of quality of work life. The objective of the research was to test whether extrinsic or intrinsic or prior traits test predict satisfaction with QWL in health care. Survey was conducted in 7 different health care and respondents was 1,819/5486 staff(33%). Data was gathered from the circulate questionnaire and the test applied for data analysis was regression method and factor analysis. The findings showed pay, supervisor style, commitment and discretion, all play a role in determining QWL. Female employees were less satisfied with these traits than male.

Dr. ASenthilrajan, P Renganathan (2020) In order for an organisation to make positive changes and advancements, it is crucial to conduct research on workers' intuitivism towards organisational culture and practises. The work uses a descriptive research design. From the main departments of HR, Finance, Sales, Operations, and Outsourcing, a sample of 106 employees was selected. Understanding their organisational culture and further assisting in meeting the expectations of the employee-employer relationship were both aided by this research. However, since the nature of business and operations varies from industry to industry, this study is limited

to the automotive component industries. Further research can be done on company culture in relation to different industries.

Dr. M. Subramanian (2019) This study focused on the organisational culture of Adrenalin Systems Ltd., where descriptive research and judgement sampling were used to apply the OCTAPACE tool developed by T.V. Rao. The research centres on the organisational culture that software employees encounter (IT Professionals). 200 software professionals in total were chosen for the research. The research was carried out in Chennai, the capital of Tamil Nadu. Authenticity, autonomy, and experimentation were three OCTAPACE culture variables that displayed lower limits than expected. Investigating this further is necessary.

Dwivedi (2020) Retention of employees has become a critical issue in the corporate arena. With the increasing trend of frequent job switching among employees, it is a big challenge for HR Managers today to fulfil the aspirations of each and every employee and to bring congruence between organizational and individual goals. In the BPO sector of India where attrition rate is as high as 55 percent (ASSOCHAM, 2011), the situation is even more difficult for HR Managers. But the big question is how to make employees feel committed to their organizations especially in such a dynamic work environment where attrition rate is so high and job poaching is the order of the day. An extensive review of literature reveals that employees' 'commitment' to the organization is a function of their interaction and relationship with that organization and, to a great extent, a manifestation of the attitude of management towards the employees. This belief is based on the premise that member's identity with the organization is a result of a set of carefully designed policies within the cultural pattern of the organization. An attempt has been made in this research to study the BPO sector to see whether the organizational culture and commitment level of employees differ across the different strata of employees in the BPO sector and finally to explore the relationship between organizational culture and commitment. The research was carried out in 15 BPO units in and around Chandigarh — Chandigarh, Panchkula, and Mohali which covered three strata of BPO units based on the number of employees and from all the three level of employees, i.e. top, middle, and lower level of employees. Results reveal that employees of smaller BPOs perceive their culture a shade better than medium or larger BPOs. And, as far as overall commitment is concerned, employees of smaller BPOs have significantly more commitment level than employees of medium or larger BPOs. As organizational culture is better in smaller BPOs and so is the commitment, these

findings give us a cue that organizational culture has definite impact on commitment of employees. Further results reveal that commitment of employees is particularly sensitive to six dimensions of organizational culture viz. proaction, confrontation, trust, authenticity, experimentation, and collaboration. But the results failed to support the relationship between autonomy and openness with commitment. Further, findings reveal that the focal point in the development of any strategy is directed towards impacting the commitment of employees towards their organizations. The research looked at how organisational culture affected employees' intentions to leave their jobs in India's BPO sector. This research was conducted in Chandigarh, an Indian city with 15 BPO companies. The researcher looked at how organisational commitment mediated the relationship between organisational culture and employee turnover plans. The outcome demonstrated that organisational commitment and culture had an impact on workers' intentions to leave. The impact of organisational commitment in organisational culture and employee turnover intentions was only partly mediated. The study made a major contribution to our knowledge of how organisational culture and organisational commitment affect employees in the BPO sector's intention to leave their jobs.

ELLIS AND POMPLI (2002), identified many factors that dissatisfied nurses with their work and working life: poor working environment, violence at home, work, inability to provide good care, good work and family, change work, lack of participation in the decision-making process, working alone, not being recognized, no relationship with supervisor/co-workers, conflict, no opportunity to learn new skills.

Gupta (2018): The research conducted a comparative study of organizational strategy and culture. The study was conducted among 32 organizations from various sectors such as Banking, IT, telecom, Steel, construction, pharmaceuticals and power. An attempt was made to study the relationship between strategy and culture of the organization. The instrument used for the study was developed by Cameron and Quinn. Analysis reflected significant difference in the strategy and culture of organization between sectors in Indian organizations.

HOSSEINI AND JORJATKI (2010), concluded that the career satisfaction, career achievement and career balance are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work system as one

of the most interesting methods creating motivation and is a major way to have job enrichment.

J. GNANAYUDAM & AJANTHA DHARMASIRI (2008), studied Influence of quality of work life on organizational commitment by investigating the unsatisfactory level of commitment among workers in medium and large organizations in the apparel industry in Sri Lanka. A convenient sampling technique was adopted for the research. The sample size was limited to 87 workers and Pearson correlation used for data analysis. The result showed that QWL has a positively significant relation with the commitment and moderator effect of HRDC on the relationship between QWL and Commitment.

Kalaifarasi and Seturam (2021) The research looked at how important organisational culture is to an organization's success. The behaviour of the workforce is reflected in the culture, and each company has its own distinct culture. They can set it apart from its rivals based on this distinctiveness. The biggest task for managers in this changing climate is to manage the diverse work force of employees, who have an impact on workplace behaviour, managerial procedures, organisational efficacy, and efficiency. Managers can better comprehend how organisational culture affects decision-making and other processes thanks to an in-depth study of it. This contributes to the organization's information base being expanded. The organisation will be able to improve each member's performance and, as a result, progress closer to achieving its goals if everyone takes ownership of the relevant norms and values.

Krishna and Rao (2013) The general expectation of any member in an organisation is existence of a good and congenial environment for better working. Creation of such an environment is the responsibility of both the managements and the work force. A better climate emerges the following due cognizance of the views of employees on the prevailing organizational policies, practices and conditions. The climate in various units of the same organisation varies differently due to different work conditions and nature of the units. Hence, it is very interesting and important to understand as to how these units/departments work together in achieving the common goals of the organisation. Management's challenging task of creating a congenial climate for better working is often considered as a measure to evaluate effectiveness. The organisational climate received a great deal of attention in the past two decades. It comprises a set of attributes which can be perceived to be operation in a particular organisation and its sub systems, which may be influencing the work environment in that organisation as

also the motivational pattern of the employees or members of that organisation. Organisational climate is viewed as an important tool of motivating and developing employees in an organisation. The concept has gained greater significance in recent times. Organisational climate is more of descriptive nature and it totally depends on the perceptions and levels of satisfaction among the employees in an organisation within a given climate. According to the study, which examined the organisational culture at BHEL, both middle and senior managers in the business react positively to the value of experimentation and value an environment that is open and honest. It encouraged middle and senior managers to experiment with new methods and try out creative ideas.

LINDA K. JOHNSRUD (2006), studied Quality of faculty work life: the University of Hawaii to describe the changes in QWL from 1998 to now. The objective of the study was to find out the current level of satisfaction. Variables were used Relations with the department chair, campus service, community service, faculty relation, salary and demographic factor. The study included all 3,490 members of the UH faculty and /marks the first time that this survey was conducted entirely online and yielded 1,340 responses for a 38% return rate and to analyze the data T- test was used by the researcher. The result showed that salary was the main variable for satisfaction from 1998 to 2006. Faculty relations and community services are the most positive elements in faculty work life and other finding was campuses faculty are generally more satisfied than others.

Lok (2015) The study looked at how leadership philosophies and organisational culture affected employee commitment and work satisfaction. Middle and senior managers in Australia and Hong Kong made up the data gathering samples. The results revealed statistically significant differences between the two country samples in terms of how organisational culture, leadership philosophies, and work satisfaction affect employee commitment and job satisfaction. However, the combined samples showed that innovative and encouraging cultures and leadership style have a positive impact on work satisfaction and commitment. The combined research also showed that 'initiating structure' leadership style had a negative impact on job satisfaction. Age was found to have a moderating impact on job satisfaction, with Hong Kong managers experiencing a more favourable effect.

Martins and Terblanche (2015): The research looked into the cultural elements that influence an employee's originality and creativity. Previous studies have demonstrated that an open and functional system extends a holistic perspective to depict organisational culture. This context studies the connections between creativity, modernism, and society. The components under investigation included open communication, plan, structure, and support systems. Each factor's impact on innovation and creativity is addressed. Depending on how they affect both individual and group behaviour, values, norms, and beliefs that have an impact on creativity and invention can either support or hinder these processes.

MD. ZOHURUL ISLAM ET AL (2006), investigated QWL and organization performance in Dhaka processing zone . The objective of research is QWL is hypothesized to directly or indirectly influenced organizational performance and identify the relation between QWL with OP = Organizational Performance QWL = Quality of Work Life JS = Employee Job Satisfaction WAGPOL = Company wage policy COMPOL = Company policy UNION = Union. The variables of the research used OP,JS, WP and UP. Simple random sampling method used for data collection and the test applied to data analysis was chi-square test and regression . Finding of the research showed QWL is not a significant relation with OP,union,wage,job satisfaction and company policy is highly significant with OP with the level of significant 5%. When dependent variable is job satisfaction then company policy, QWL has a positive significant relationship with Job satisfaction. Variable Union policy has positive relation but no significance with JS QWL is related to Job Satisfaction. Organizational performance taken as a dependent variable then showed that QWL has no significant relationship with Organizational Performance.

Nazir A Nazir (2016) This paper makes an attempt to ascertain the relationship between socialization, person-culture fit, and employee commitment. In other words, it seeks to determine whether the organizations high on socialization scores will experience high value congruency/person-culture fit and also whether high value congruency leads to employee commitment. In the recent past, the concept of culture has gained wide acclaim as a subject of study and reflection. However, the parameters of culture are so intricate that they cannot be outlined or defined. While contemporary research fully endorses the view that culture is an internal variable and can be conceptualized in terms of widely shared and strongly held views, the researchers

have not empirically investigated the relevance of social learning in permeating these values into the organizational members. This paper seeks to overcome this limitation and also deviates from the earlier research studies undertaken in this field in the Indian context by exploring whether the person-culture fit notion or the integration of organizational values and individual preferences for those values could predict employee commitment. This study was conducted on six banks including two public sector (banks 1 and 2), two private sector (banks 3 and 4), and two foreign banks (banks 5 and 6) located in Delhi. It used three well established scales — organizational culture profile (OCP), organizational commitment scale (OCS), and socialization practices scale (SPS) — to collect data from two separate groups of respondents through convenience sampling procedure. The first group consisted of 135 newly recruited employees who were asked to complete the OCP indicating their individual preferences on the given 54 value items and OCS for ascertaining their commitment. The second group comprised of 69 senior employees of the banks studied. An overall profile of the culture of each bank was developed by averaging the individual responses of this group. Person-culture Fit and Employee Commitment in Banks were surveyed in the study. One private bank and two foreign banks had moderate to strong person-culture fit scores, while the remaining banks under study had weak to moderate person-culture fit scores, according to the study's main results. The results of a study on the OCTAPACE culture for marketing staff in a few Indian IT firms revealed that the sample organisations varied greatly in their OCTAPACE cultures and had varying levels of OCTAPACE cultures.

NORMAL AND DAUD (2010), investigated the relation between QWL and Organizational Commitment Amongst employees in Malaysian firms. The objective was to investigate the relationship between QWL and Organizational Commitment and to identify the extent of QWL of employees. Result of the research paper showed that participation of employees has positive relationship with affective, continuance and continuance commitment. Supervision, pay and benefits have also significant positive relationships with affective, normative and continuance commitment. Long relationships and cohesiveness among employees in the workplace will improve the sense of commitment.

Ogbor O. John (2014) Based on critical theory and dialectical thought, discusses and outlines a framework for understanding corporate culture as corporate hegemony. First, offers the relevance of critical theory to the study of corporate culture as a managerial praxis and organizational discourse. Second, examines three aspects of the dialectics of corporate culture: the dialectical tensions between corporate and individual identity; the conflicting pressure for uniformity and diversity; and the dialectics of empowerment and disempowerment. Third, discusses the mechanisms for the hegemonic perpetuation of corporate culture by researchers and practitioners and for resisting a critical stance in the discourse of corporate culture. Fourth, and finally, the article examines possible ways for overcoming the problem of cultural hegemony in organization theory and praxis. The study, which discusses and describes a framework for understanding corporate culture as corporate hegemony, is founded on critical theory and dialectical thought. The first point makes a case for the applicability of critical theory to the investigation of corporate culture as a managerial practise and organisational speech. The next section looks at three elements of corporate culture's dialectics: the conflicts between corporate and individual identity, the pressures for uniformity and diversity, and the dialectics of empowerment and disempowerment. Third, examines how researchers and practitioners maintain corporate culture's hegemonic status and avoid taking a critical position in the corporate culture discourse. The fourth and concluding section of the article looks at potential solutions to the issue of cultural hegemony in organisational theory and practise.

Oriol Iglesias, Alfons Sauquet, Jordi Montana (2018): Client orientation and a high level of concern for employees are the two key shared values that are necessary to effectively implement relationship marketing, according to the study's findings. According to their research, six additional shared values (trust, commitment, teamwork, innovation, flexibility, and results orientation) also appear to promote the growth of a relationship marketing approach.

Pattanayak, Biswajeet (2013) In a steel factory, the effects of shift work and hierarchical position on commitment, stress, and the environment for the development of human resources were noted. The two factors of work type (shift or non-shift) and organisational hierarchy rank (executive or supervisor) were considered independent variables. Job satisfaction, organisational commitment, work stress, and climate for human resource development were the four dependent variables. The findings of the

current research show that shift work and hierarchical position have a significant impact on overall job satisfaction, extrinsic job satisfaction, and general satisfaction in both executives and managers regardless of their type of duty. All of the work satisfaction dimensions consistently show that the executive has greater means than supervisors. With the exception of shift executives, the inter-correlation between organisational commitment and job satisfaction shows that they are favourably correlated for three categories. Correlation is greatest for executives who don't work shifts.

Rehman (2018): The research leaves open the possibility that organisational culture and performance are related. The research also included various cultural dimensions that affect organisational performance. According to research, dedicated workers who have comparable values to the organisations can improve performance and work towards achieving the overall organisational goals.

RETHINAM (2008), says QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non-work life and also he concluded as QWL from the perspective of IT professionals is challenging both to the individuals and organizations.

Rijal, Sapna (2017): The purpose of this research is to understand how organisational culture and transformational leadership affect the growth of learning organisations. This comparative research is intended to contrast a few pharmaceutical companies from Nepal and India. The industry was selected for the research because of the industry's rapid technological advancements and highly competitive markets, which have made improving organisational performances through learning essential for business survival. This research emphasised the value of organisational culture and leadership. There are numerous other variables that affect the growth of learning organisations in addition to these two. A thorough investigation of other variables would yield insightful knowledge about the growth of learning organisations.

Sadaf Fatima (2022) This research paper aims to understand what organizational culture is, and to measure the OCTAPACE value of the employees working in Heinz India Pvt. Ltd. using "OCTAPACE" profile. A healthy organizational culture rests on eight strong pillars of the —OCTAPACE profile (developed by U. Park) refers to Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration and Experimentation. The study the OCTAPACE culture of any organization helps us in giving proper training to the employees for maintaining a healthy environment and it also helps in dealing with various problems that exist in the organization. The 4-point scale developed by Pareek has been used for the present study. As many as 8 dimensions were taken to judge the organizational culture. The main objective of the study is to study the organizational culture of the selected company in the manufacturing sector and to identify and measure the perceived organizational culture and its various dimensions. 100 responses to a 4 point scale questionnaire based on the OCTAPACE profile were obtained from the organization.

SARAJI AND DARGAHI (2006), study explained QWL as a comprehensive, department wide program designed to improve employee satisfaction, strengthen workplace learning and help employees better manage, change and transition by conducting descriptive and analytical study.

Sharad & Hardik (2017) For R&D workers in the Indian pharmaceutical industry, a conical correlation analysis was performed to investigate the relationship between organisational culture and learned helplessness attributions. The results of the study showed that organisational culture variables were inversely related to learned helplessness attributions, and that organisational culture had a significant influence on whether or not these attributions existed in the first place. This had implications for depression and vulnerable situations. Several organisational culture profile variables, including time and performance pressures, a lack of free time, the competitive and demanding nature of research projects, and the lack of opportunities for socialising or engaging in recreation, were fairly effective at predicting the outcome dimensions of learned helplessness.

Sharma and Sharma (2017) The research used the OCTAPACE model to investigate the relationship between leadership styles and organisational culture in the textile industry of North India. For the investigation, a sample of 300 permanent employees from various organisational departments was used. The outcome demonstrated a

beneficial connection between cultural ideals and charismatic leadership. They also came to the conclusion that the connection has management ramifications. Therefore, qualities like accountability, cooperation, alliance, and adaptability are essential for effective survival.

SIRGY ET AL (2001), thinks that the main factors affecting the quality of working life; It has been determined that job, work environments need satisfaction, related attitude pattern-based need satisfaction, plus need satisfaction and organizational commitment are the needs satisfaction. They define quality of life at work as these basic needs through participation in the resources, activities, and results that occur in the workplace.

Tiago Melo (2018): The research uses the technique of panel data in a sample of 320 American listed companies from 2003 to 2007 to estimate a model of corporate reputation, measured by the Fortune index. We propose that corporate social responsibility (CSR) is a key driver of corporate reputation given its potential to foster hard to duplicate competitive advantage. The model embodies the multi-dimensional concept of CSR, presenting a five dimensional construct employee relation, diversity issues, product issues, community relations, and environmental issue and interact those with industrial effects. The results indicate that the five dimensions of CSR have a significant impact on corporate reputation and this impact is moderated by the industry of the firm. A humanistic culture, as well as management tenure and slack resources, have a beneficial effect on CSP, according to the analysis of the research. This article examines factors that decide CSP as opposed to most studies, which concentrate on the relationship between CSP and financial performance (corporate social performance).

Vaneet Kashyap, Prince Vohra, Tejbir Kaur (2019) This study sought to determine the scope of organisational culture in Indian IT companies. Employing the OCTAPACE profile, the study used a survey technique to ask 100 workers from four different IT companies in the Mohali Region. Additionally, a comparative study of the organisational culture was conducted using random sampling. The primary conclusions of this study's organisational culture research point to room for growth in both sample study organisations. This would get better by breaking up the repetition.

Verma and Saxena (2019): The research looked at how employee and employer value expectations are influenced by organisational culture. In Chhattisgarh, the organisational culture analysis that exists in both public and private sector

organisations was measured using the OCTAPACE tool. Results showed a clear distinction between public and private sector corporate cultures. Organizations in the private sphere have much stronger cultures.

W.N. THALANG ET AL (2010), studied quality of work life indicators as a corporate social responsibility of electrical and electronics private Organizations in Thailand. Objective of the research was to find out the quality of Work Life Indicators as a Corporate Social Responsibility. The result showed that QWL indicates perception for a more effective CSR, developing a good Quality of Work Life (QWL) is crucial.

Which has its roots in staff and managers' attitude to the motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases QWL of social insurance employees in Tehran.

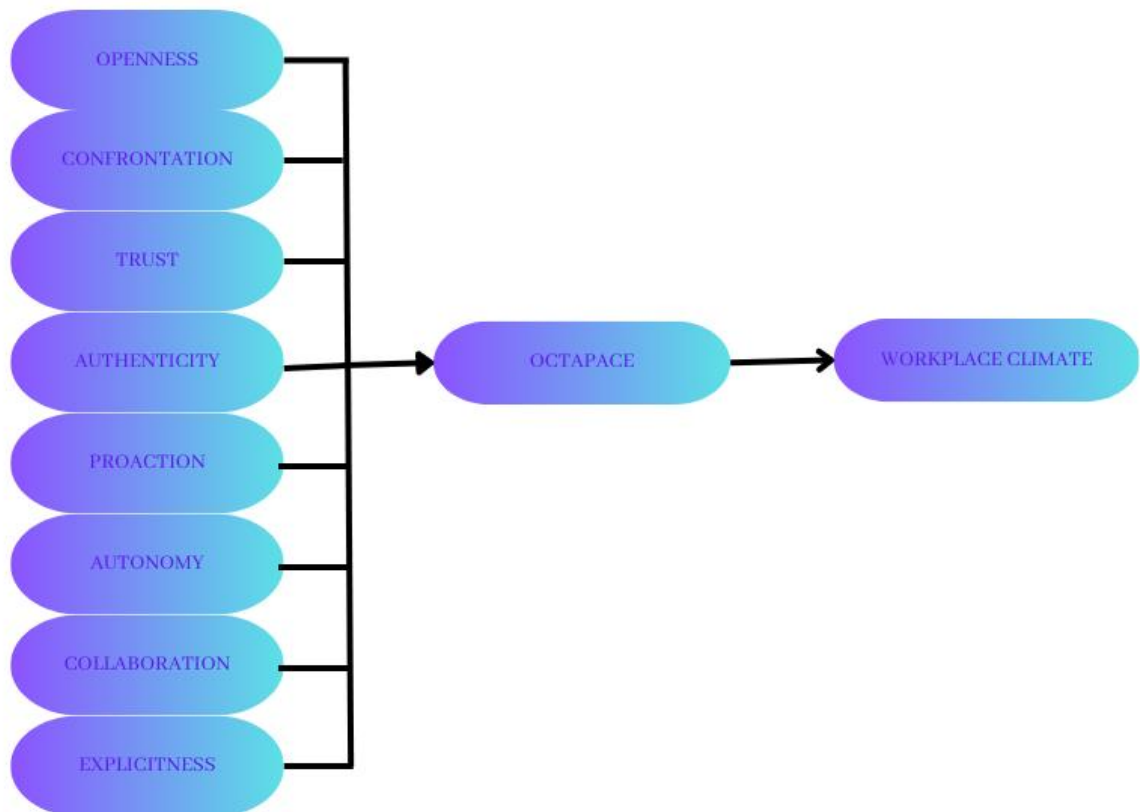
While Maslow's needs are thought to be related to the motivational model, such as health and safety, work and family, society, esteem, success, knowledge and beauty, the impact of bad work is negligible as the focus is on quality of life at work.

Wilson M. Alan (2014) According to the study, service workers, in particular those who deal directly with customers and other corporate audiences, are seen as playing a significant role in communicating a company's corporate values and goals. Their actions and the unofficial messages they convey are influenced by the beliefs, norms, and values that are part of the corporate culture. Organizational culture is still shrouded in mystery. By reviewing the literature on organisational culture and concentrating on its definition, factors that influence it, and arguments regarding whether it can be managed, this paper aims to correct this. The complexity of the issue is highlighted in the paper, and corporate marketers must be more cognizant of it when creating and implementing corporate communication strategies. As a result, researchers and practitioners in the areas of organisational behaviour and human resource management must collaborate more closely with marketers.

CHAPTER-3

RESEARCH METHODOLOGY

3.1 CONCEPTUAL FRAMEWORK



3.2 THEORETICAL FRAMEWORK

OCTAPACE culture includes ethics, values, views, attitudes, norms, ethos, climate, environment, and culture are all components of an organization's culture. Udai Pareek asserts that cultural ideas can be viewed as multilayered concepts as well. The values at the centre (first level) are what give an organisation its distinct identity. This sums up the group's fundamental philosophy. According to Pareek, ethos is the "underlying spirit of a person or a community and is the source of culture." Climate, which can be described as the perceived characteristics of an organisation and its members, groups, and issues, is a concept at the second level. The third level concept pertains to

atmosphere, which is a unique factor that influences how someone or something develops.

3.3 RESEARCH DESIGN

Descriptive Research

Descriptive research design is a type of research design that aims to systematically obtain information to describe a phenomenon, situation, or population. More specifically, it helps answer the what, when, where, and how questions regarding the research problem rather than the why.

A researcher can conduct this research using various methodologies. It predominantly employs quantitative data, although qualitative data is sometimes used for descriptive purposes. It is important to note that in the descriptive research method, the researcher does not control or manipulate any variables, unlike in experimental research. Instead, the variables are only identified, observed, and measured.

3.4 DATA COLLECTION AND SAMPLING METHOD

This study used a descriptive research design and a practical sampling strategy of non-probability sampling methods. Since all the results are solely dependent on the information provided in the questionnaire answers, the data gathered can be categorised as primary data. Participation in the survey and ethical consent were obtained in order to gather the data.

SAMPLE FRAME:

Participants in this research came from all levels of the organisational hierarchy.

SAMPLE SIZE:

The easiest to reach or contact individuals provide the data when using this technique. 105 employees of a renowned R&D company in Chennai.

3.5 SAMPLING TECHNIQUE

The population is selected to represent the whole universe. The selection of the population is called the sample. For this research, the researchers selected the samples by simple sampling.

CONVENIENCE SAMPLING

Convenience sampling has been used to collect the data from the respondents. To be selected as respondents in this study, the respondents were required to be the employees currently working in different positions within the organisation. Company website, research papers published in renowned journals and book were used to gather secondary data.

Convenience sampling is a type of sampling where the first available primary data source will be used for the research without additional requirements. In other words, this sampling method involves getting participants wherever you can find them and typically wherever is convenient.

OCTAPACE SCALE

The 4-point scale developed by Pareek (2003) has been used for the present study. The **OCTAPACE** profile is a 40-item 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. Research design used was Descriptive in nature. Population of interest was the employees working at IN22LABS (Chennai) which includes both management and working staff. A total of 105 employees was the population. The data has been collected from the employees using a standard questionnaire given by U. Pareek.

3.6 DATA COLLECTION

PRIMARY OBJECTIVE

To investigate the relationship between OCTAPACE culture and workplace climate.

SECONDARY OBJECTIVE

- To investigate the relationship between Openness and workplace climate.
- To analyse the relationship between Confrontation and workplace climate.
- To study the relationship between Trust and workplace climate.
- To evaluate the relationship between Authenticity and workplace climate.
- To investigate the relationship between Proactivity and workplace climate.
- To study the relationship between Autonomy and workplace climate.
- To examine the relationship between Collaboration and workplace climate.
- To investigate the relationship between Explicitness and workplace climate.
- To understand the influence of the demographic factors on OCTAPACE culture.

3.7 STRUCTURE OF QUESTIONNAIRE

Questionnaire was divided into two sections.

- First part was designed to know the general information about the employees at Raptee Energy.
- The second part contains the employee 's opinion on Quality of work life
 - ✓ Personal details (Demographic questions)
 - ✓ Likert scaling questions

3.8 HYPOTHESIS OF THE STUDY

H1: There is a significant relationship between the perceived OCTAPACE and workplace climate of the R&D sector.

H2: There is a significant relationship between the perceived Openness and workplace climate of the R&D sector.

H3: There is a significant relationship between the perceived Confrontation and workplace climate of the R&D sector.

H4: There is a significant relationship between the perceived Trust and workplace climate of the R&D sector.

H5: There is a significant relationship between the perceived Authenticity and workplace climate of the R&D sector.

H6: There is a significant relationship between the perceived Proactivity and workplace climate of the R&D sector.

H7: There is a significant relationship between the perceived Autonomy and workplace climate of the R&D sector.

H8: There is a significant relationship between the perceived Collaboration and workplace climate of the R&D sector.

H9: There is a significant relationship between the perceived Explicitness and workplace climate of the R&D sector.

H10: There is a significant difference between the OCTAPACE culture and gender among employees.

H11: There is a perceived difference between OCTAPACE and age group of the employees in R&D sector.

H12: There is significant difference in perceived OCTAPACE and experience levels of the employees.

3.9 STATISTICAL TOOLS USED FOR DATA COLLECTION

The following statistical tools have been used determine the outputs in this study:

Reliability Test:

The most prevalent internal consistency indicator is Cronbach's alpha ("reliability") which is frequently used to check the validity of a scale made up of several Likert questions in a survey or questionnaire.

Pearson's Coefficient of Correlation:

The test statistic is used to assess the statistical link or relationship between two continuous variables.

Regression Analysis:

A collection of statistical techniques known as regression analysis is used to estimate the relationships between a dependent variable and one or more independent variables.

One way-Analysis of Variance (ANOVA):

This is a method for determining whether the means of two samples differ considerably.

Independent Sample Test:

The t-test is a statistical technique for evaluating whether a difference between the means of two independent samples is statistically significant.

TOOLS FOR ANALYSING DATA PRESENTATION

Charts (Column chart) and tables were used for analysis of data.

INTERPRETATION AND ANALYSIS OF DATA

3.7.1 RELIABILITY TEST FOR INDEPENDENT VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
.882	24

INFERENCE:

As shown in the above table 4.1.1, factors of OCTAPACE which comprises of 24 questions has the Cronbach's Alpha Result above 0.7. As the level of reliability is more than 0.7, it can be interpreted that the questions have an acceptable level of reliability in measuring OCTAPACE.

3.7.2 RELIABILITY TEST FOR DEPENDENT VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
.853	10

INFERENCE:

As shown in the above table 4.1.2, factor Workplace Climate which comprises of 10 questions has the Cronbach's Alpha Result above 0.7. As the level of reliability is more than 0.7, it can be interpreted that the questions have an acceptable level of reliability in measuring OCTAPACE.

CHAPTER-4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

4.1.1 TABLE INDICATING GENDER OF EMPLOYEES:

S.No	Gender	No of Respondents	Percentage analysis
1	Male	57	57%
2	Female	48	48%
Total		105	100%

Source: Primary Data



Chart 4.1.1

INFERENCE:

From the above table 4.1.1, it is evident that 48% female employees participated in the research conducted and 57% of male employees participated in the study. This could be because at the organisation 57% of the workforce comprises of women and remaining are male employees.

4.1.2 TABLE INDICATING AGE OF THE EMPLOYEES

S.No	Age	No of Respondents	Percentage analysis
1	20-30	90	85.7%
2	31-40	12	11.4%
3	Above 40	3	2.9%
Total		105	100%

Source: Primary Data

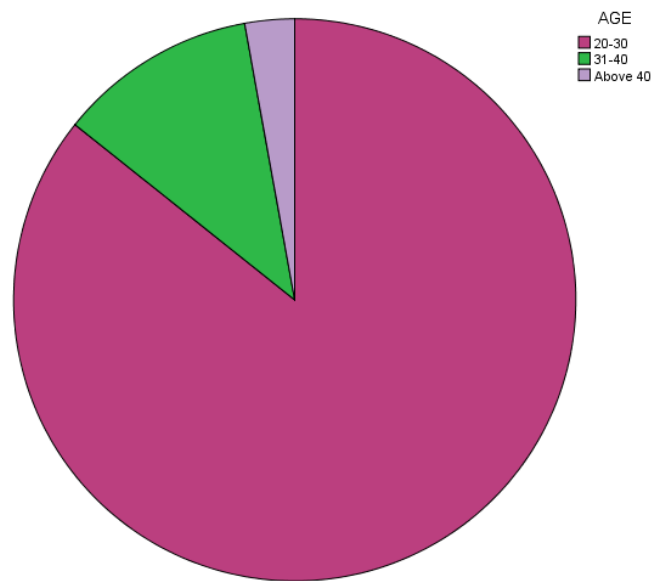


Chart 4.1.2

INFERENCE:

From the above table 4.1.2, it is evident that 85.7% of the respondents were of the age group 20 to 30 years and 11.4% were of the age group of 31 to 40 years and 2.9% were aged above 40 years.

4.1.3 TABLE INDICATING EXPERIENCE LEVELS OF EMPLOYEES

S.No	Age	No of Respondents	Percentage analysis
1	Less than 2 years	48	45.7%
2	2-5 years	33	31.4%
3	6-10 years	24	22.9%
Total		105	100%

Source: Primary Data

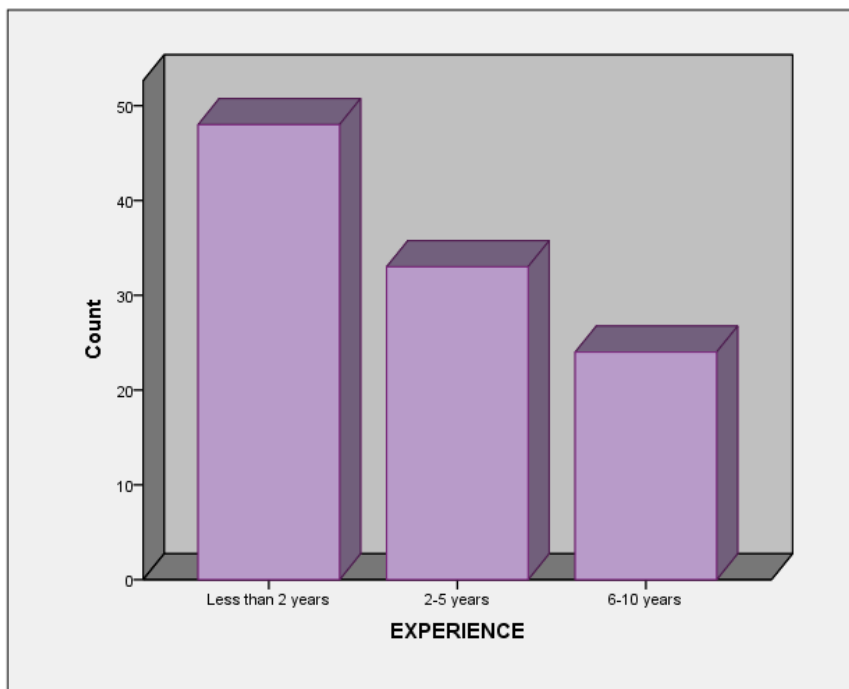


CHART 4.1.3

INFERENCE:

From the above table 4.1.3, it is evident that 45.7% of the respondents have less than 2 years of work experience and 31.4% of the respondents have 2-5 years of experience and 22.9% of the respondents have 6-10 years of experience.

SECTION-1

TABLE NO: 4.1.4 Facing interaction amongst employees, each respecting others' feelings, competence, and sense of judgement.

Responses	No of Respondents	Percentage analysis
Highly Valued	32	31.4%
Fairly High Value	48	44.8%
Neutral	20	19.0%
Rather Low Value	1	1.0%
Very Low Value	4	3.8%%
Total	105	100%

Source: Primary Data

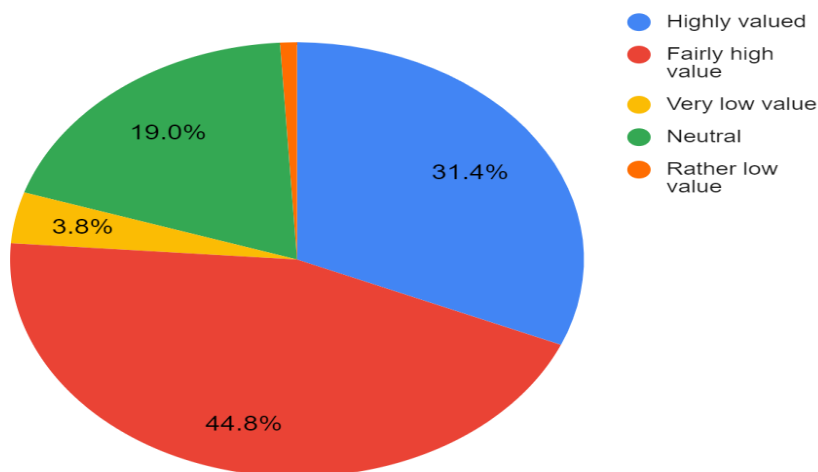


CHART 4.1.4

INFERENCE:

From the above Table 4.1.4, it is evident that 31.4% of the respondents agree that they highly value face-to-face interaction among employees, with each respecting others' feelings, competence, and sense of judgment. Furthermore, 44.8% of the respondents have indicated a fairly high value, 19.0% have remained neutral, 1.0% have expressed a rather low value, and 3.8% have assigned a very low value.

TABLE NO: 4.1.5 Genuine sharing of information, feelings, and thoughts in meetings

Responses	No of Respondents	Percentage analysis
Highly Valued	27	26.0%
Fairly High Value	20	19.2%
Neutral	38	36.5%
Rather Low Value	15	14.4%
Very Low Value	5	3.8%
Total	105	100%

Source: Primary Data

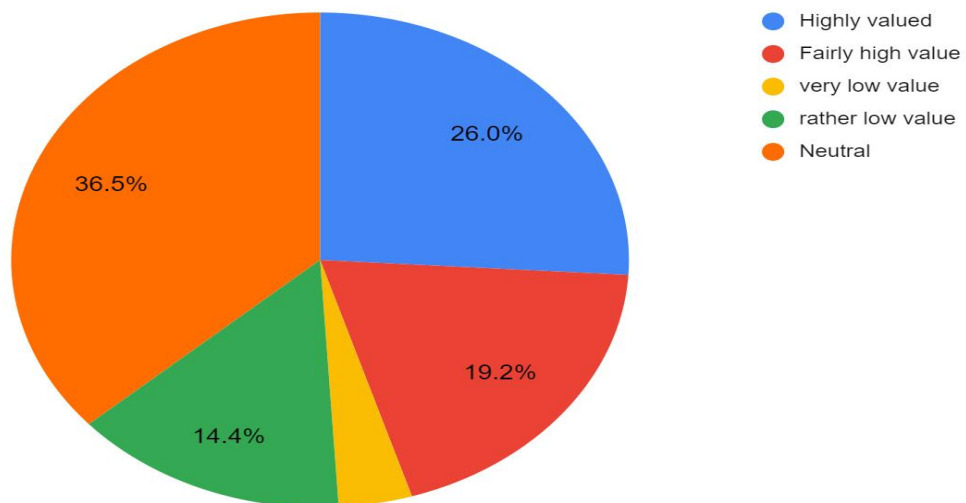


CHART 4.1.5

INFERENCE:

From the above Table 4.1.5, it is evident that 26% of the respondents agree that they highly value Genuine sharing of information, feelings, and thoughts in meetings. Furthermore, 19.2% of the respondents have indicated a fairly high value, 36.5% have remained neutral, 14.4% have expressed a rather low value, and 3.8% have assigned a very low value.

TABLE NO: 4.1.6 Free and frank communication between various levels helps in solving problems

Responses	No of Respondents	Percentage analysis
Highly Valued	23	27.9%
Fairly High Value	25	28.8%
Neutral	41	34.6%
Rather Low Value	9	5.8%
Very Low Value	7	2.9%
Total	105	100%

Source: Primary Data

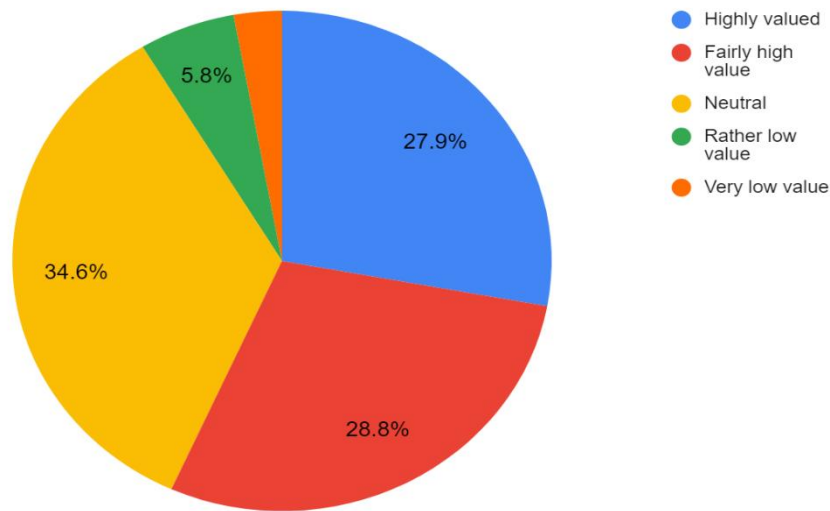


CHART 4.1.6

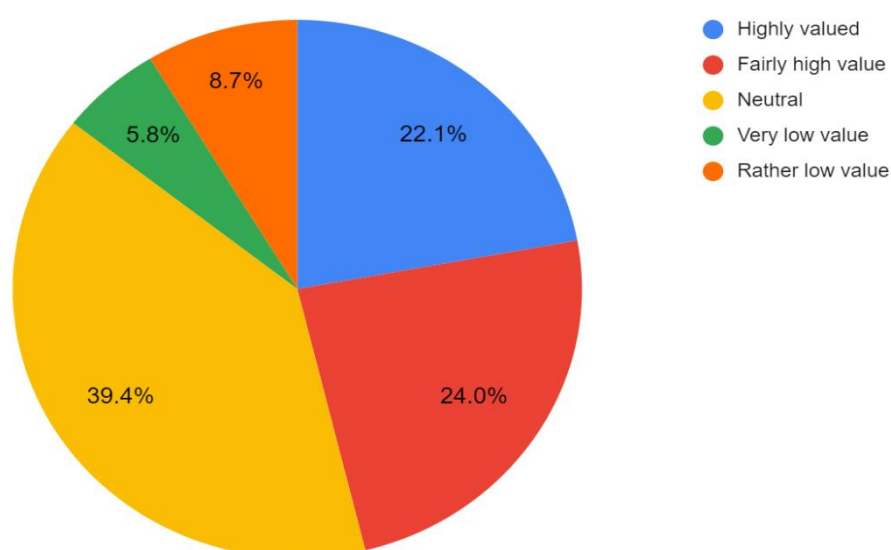
INFERENCE:

From the above Table 4.1.6, it is evident that 27.9% of the respondents agree that they highly value Free and frank communication between various levels helps in solving problems. Furthermore, 28.8% of the respondents have indicated a fairly high value, 34.6% have remained neutral, 5.8% have expressed a rather low value, and 3.8% have assigned a very low value.

TABLE NO: 4.1.7 Facing challenges inherent in the work situation

Responses	No of Respondents	Percentage analysis
Highly Valued	28	22.1%
Fairly High Value	20	24.0%
Neutral	38	39.4%
Rather Low Value	15	8.7%
Very Low Value	4	5.8%
Total	105	100%

Source: Primary Data



INFERENCE:

From the above Table 4.1.7, it is evident that 22.1% of the respondents agree that they are Facing challenges inherent in the work situation. Furthermore, 24.0% of the respondents have indicated a fairly high value, 39.4% have remained neutral, 8.7% have expressed a rather low value, and 5.8% have assigned a very low value.

TABLE NO: 4.1.8 Offering moral support and help to employees and colleagues in crises.

Responses	No of Respondents	Percentage analysis
Highly Valued	38	36.2%
Fairly High Value	30	28.6%
Neutral	25	23.8%
Rather Low Value	9	8.6%
Very Low Value	3	2.9%
Total	105	100%

Source: Primary Data

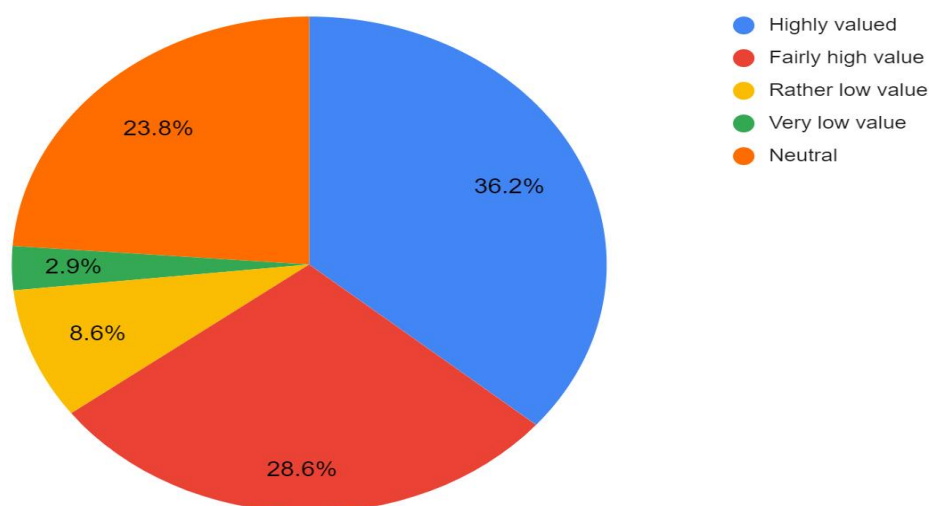


CHART 4.1.8

INFERENCE:

From the above Table 4.1.8, it is evident that 36.2% of the respondents agree that they are being offered moral support and help to employees and colleagues in crises. Furthermore, 28.9% of the respondents have indicated a fairly high value, 8.6% have remained neutral, 8.6% have expressed a rather low value, and 2.9% have assigned a very low value.

TABLE NO: 4.1.9 Interpersonal contact and support amongst employees.

Responses	No of Respondents	Percentage analysis
Highly Valued	27	25.7%
Fairly High Value	48	45.7%
Neutral	19	18.1%
Rather Low Value	4	3.8%
Very Low Value	7	6.7%
Total	105	100%

Source: Primary Data

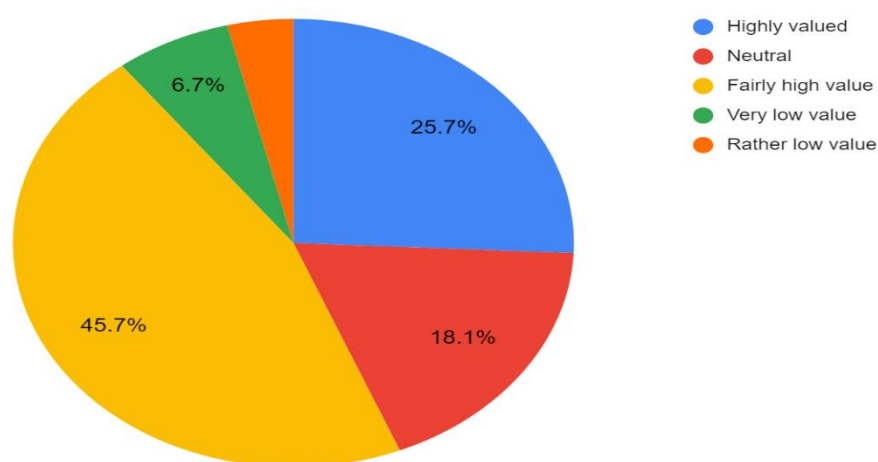


CHART 4.1.9

INFERENCE:

From the above Table 4.1.9, it is evident that 25.7% highly valued of the respondents agree that they had Interpersonal contact and support amongst employees. Furthermore, 45.7% of the respondents have indicated a fairly high value, 18.1% have remained neutral, 3.8% have expressed a rather low value, and 6.7% have assigned a very low value.

TABLE NO: 4.1.10 Confiding in seniors without fear of their misusing trust.

Responses	No of Respondents	Percentage analysis
Highly Valued	23	22.1%
Fairly High Value	25	24%
Neutral	41	39.4%
Rather Low Value	9	8.7%
Very Low Value	7	5.8%
Total	105	100%

Source: Primary Data

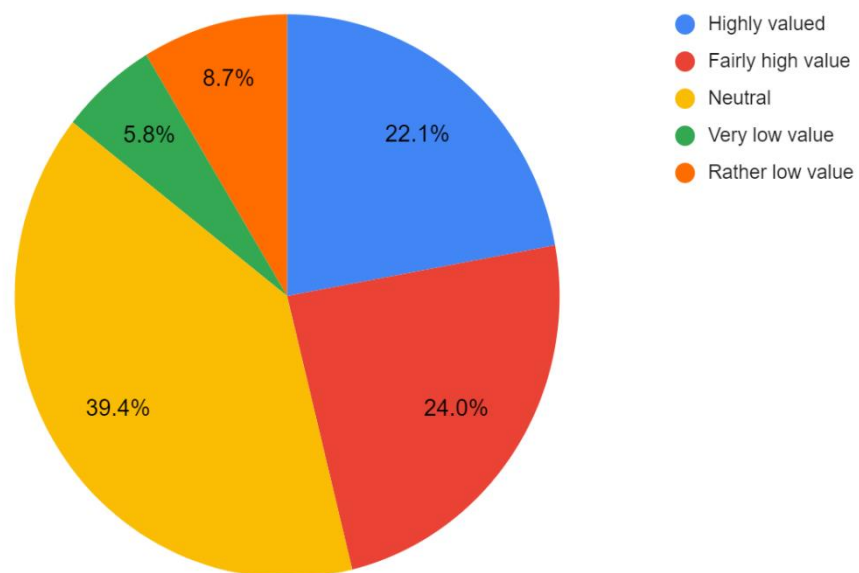


CHART 4.1.10

INFERENCE:

From the above Table 4.1.10, it is evident that 22.1% Highly valued of the respondents agree that they had Confiding in seniors without fear of their misusing trust. Furthermore, 24% of the respondents have indicated a fairly high value, 39.4% have remained neutral, 8.7% have expressed a rather low value, and 5.8% have assigned a very low value.

TABLE NO: 4.1.11 Tactfulness, smartness and even a little manipulation to get things done.

Responses	No of Respondents	Percentage analysis
Highly Valued	36	34.3%
Fairly High Value	28	26.7%
Neutral	31	29.5%
Rather Low Value	4	3.8%
Very Low Value	6	5.7%
Total	105	100%

Source: Primary Data

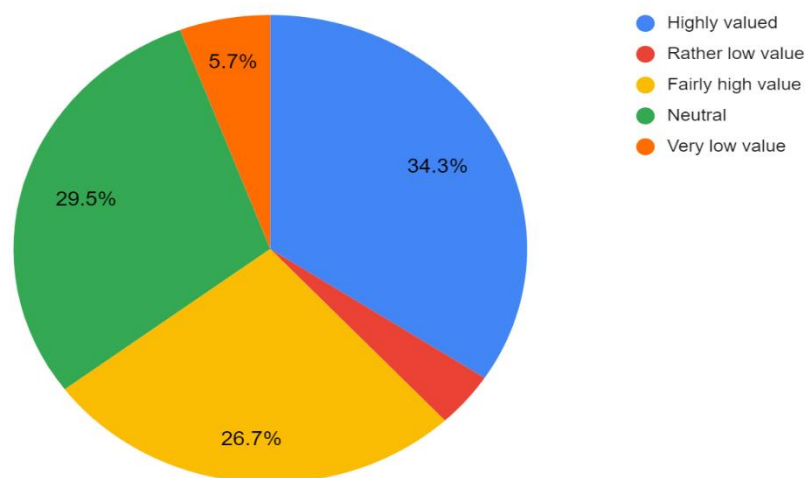


CHART 4.1.11

INFERENCE:

From the above Table 4.1.11, it is evident that 34.3% Highly valued of the respondents agree that they had Tactfulness, smartness and even a little manipulation to get things done. Furthermore, 26.7% of the respondents have indicated a fairly high value, 29.5% have remained neutral, 3.8% have expressed a rather low value, and 5.7% have assigned a very low value

TABLE NO: 4.1.12 Considering both negative and positive aspects before taking action.

Responses	No of Respondents	Percentage analysis
Highly Valued	39	37.5%
Fairly High Value	39	37.5%
Neutral	18	17.3%
Rather Low Value	7	5.8%
Very Low Value	2	1.9%
Total	105	100%

Source: Primary Data

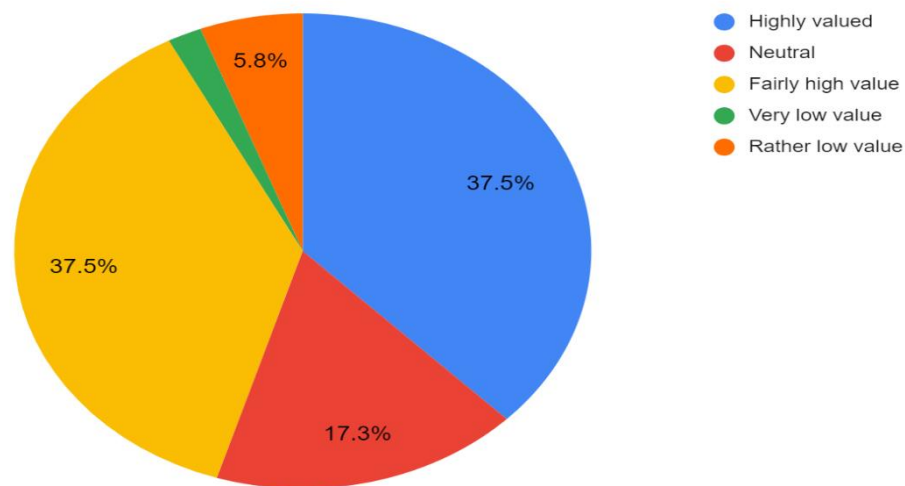


CHART 4.1.12

INFERENCE:

From the above Table 4.1.12, it is evident that 37.5% Highly valued of the respondents agree that they had Considered both negative and positive aspects before taking action. Furthermore, 37.5% of the respondents have indicated a fairly high value, 17.3% have remained neutral, 5.8% have expressed a rather low value, and 1.9% have assigned a very low value.

TABLE NO: 4.1.13 Encouraging employees to take a fresh look at how things are done.

Responses	No of Respondents	Percentage analysis
Highly Valued	23	22.1%
Fairly High Value	25	24%
Neutral	41	39.4%
Rather Low Value	7	8.7%
Very Low Value	9	5.8%
Total	105	100%

Source: Primary Data

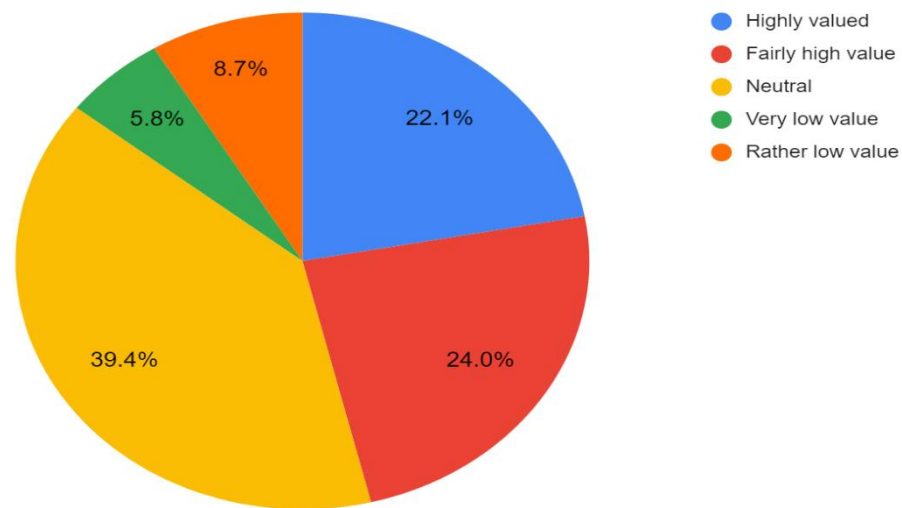


CHART 4.1.13

INFERENCE:

From the above Table 4.1.13, it is evident that 22.1% Highly valued of the respondents agree that they had encouraged employees to take a fresh look at how things are done. Furthermore, 24% of the respondents have indicated a fairly high value, 39.4% have remained neutral, 8.7% have expressed a rather low value, and 5.8% have assigned a very low value.

SECTION-2

TABLE NO: 4.1.14 Whenever I have questions about my duties, my manager is always available to assist.

Responses	No of Respondents	Percentage analysis
Highly Valued	20	19%
Fairly High Value	52	49.5%
Neutral	26	24.8%
Rather Low Value	3	2.9%
Very Low Value	4	3.8%
Total	105	100%

Source: Primary Data

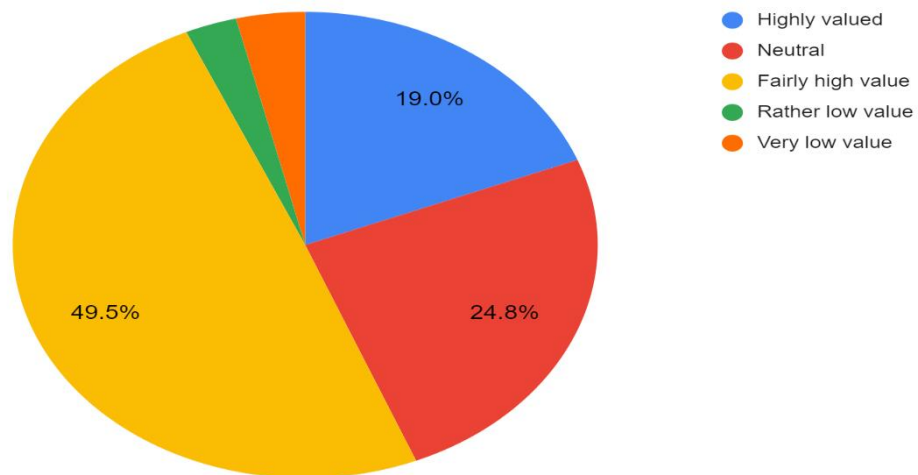


CHART 4.1.14

INFERENCE:

From the above Table 4.1.14, it is evident that 19% Highly valued of the respondents agree that Whenever I have questions about my duties, my manager is always available to assist. Furthermore, 49.5% of the respondents have indicated a fairly high value, 24.8% have remained neutral, 2.9% have expressed a rather low value, and 3.8% have assigned a very low value.

TABLE NO: 4.1.15 I always receive the information I need to carry out my duties.

Responses	No of Respondents	Percentage analysis
Highly Valued	35	33.3%
Fairly High Value	23	21.9%
Neutral	35	33.3%
Rather Low Value	5	4.8%
Very Low Value	7	6.7%
Total	105	100%

Source: Primary Data

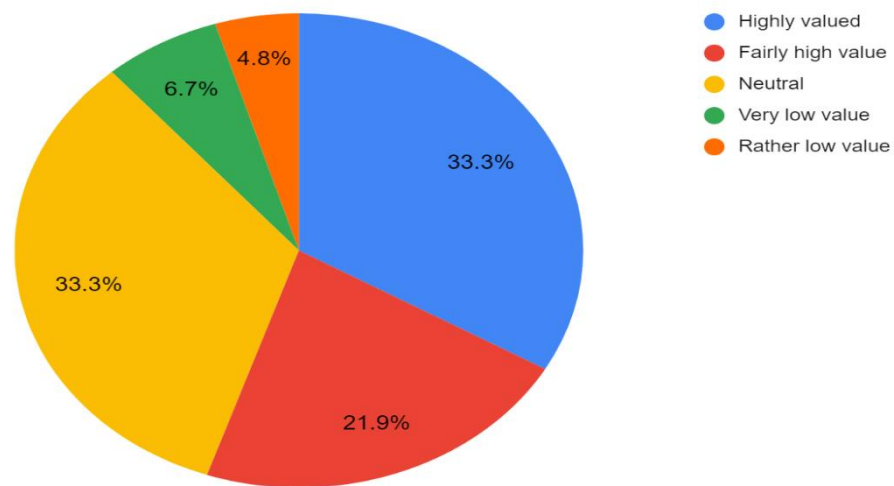


CHART 4.1.15

INFERENCE:

From the above Table 4.1.15, it is evident that 33.3% Highly valued of the respondents agree that I always receive the information I need to carry out my duties. Furthermore, 21.9% of the respondents have indicated a fairly high value, 33.3% have remained neutral, 4.8% have expressed a rather low value, and 6.7% have assigned a very low value

TABLE NO: 4.1.16 All employees reporting to the manager feel fairly treated.

Responses	No of Respondents	Percentage analysis
Highly Valued	25	23.8%
Fairly High Value	34	32.4%
Neutral	39	37.1%
Rather Low Value	2	1.9%
Very Low Value	5	4.8%
Total	105	100%

Source: Primary Data

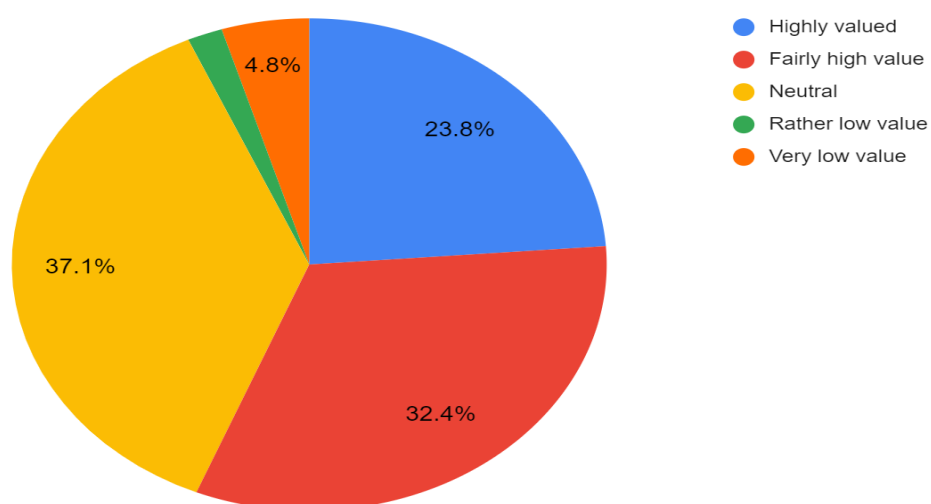


CHART 4.1.16

INFERENCE:

From the above Table 4.1.16, it is evident that 23.8% Highly valued of the respondents agree that all employees reporting to the manager feel fairly treated. Furthermore, 32.4% of the respondents have indicated a fairly high value, 37.1% have remained neutral, 1.9% have expressed a rather low value, and 4.8% have assigned a very low value

TABLE NO: 4.1.17 The pay awarded to good performers as against poor performers is appropriately different.

Responses	No of Respondents	Percentage analysis
Highly Valued	35	33.3%
Fairly High Value	31	29.5%
Neutral	27	25.7%
Rather Low Value	9	8.6%
Very Low Value	3	2.9%
Total	105	100%

Source: Primary Data

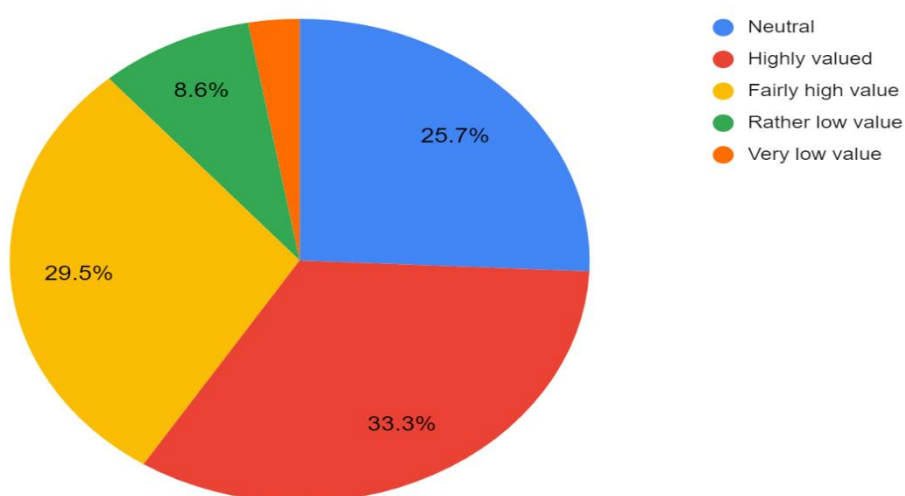


CHART 4.1.17

INFERENCE:

From the above Table 4.1.17, it is evident that 33.3% Highly valued of the respondents agree that the pay awarded to good performers as against poor performers is appropriately different. Furthermore, 29.5% of the respondents have indicated a fairly high value, 25.7% have remained neutral, 8.6% have expressed a rather low value, and 2.9% have assigned a very low value.

TABLE NO: 4.1.18 The organisation provides opportunities to receive training and education that improves my skills.

Responses	No of Respondents	Percentage analysis
Highly Valued	37	35.2%
Fairly High Value	31	29.5%
Neutral	31	29.5%
Rather Low Value	4	3.8%
Very Low Value	2	1.9%
Total	105	100%

Source: Primary Data

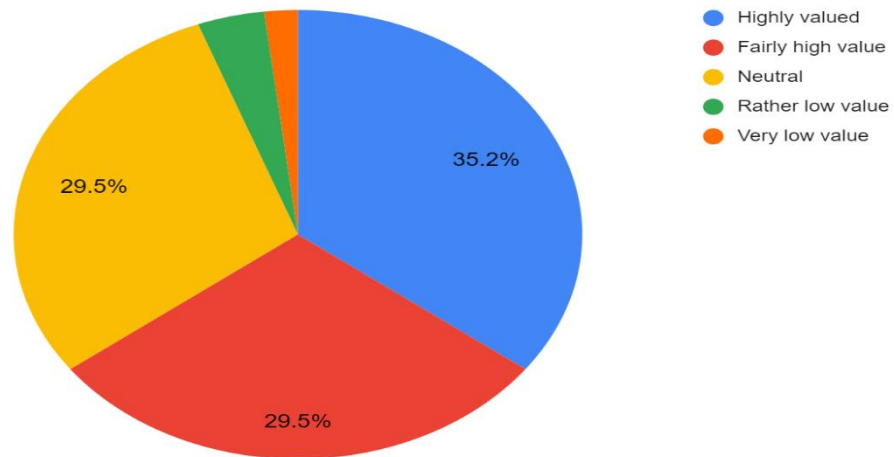


CHART 4.1.18

INFERENCE:

From the above Table 4.1.18, it is evident that 35.2% Highly valued of the respondents agree that the organisation provides opportunities to receive training and education that improves my skills. Furthermore, 29.5% of the respondents have indicated a fairly high value, 29.5% have remained neutral, 3.8% have expressed a rather low value, and 1.9% have assigned a very low value.

TABLE NO: 4.1.19 I have confidence in the process by which important decisions are made in the organisation

Responses	No of Respondents	Percentage analysis
Highly Valued	37	35.2%
Fairly High Value	27	25.7%
Neutral	28	26.7%
Rather Low Value	9	8.6%
Very Low Value	4	3.8%
Total	105	100%

Source: Primary Data

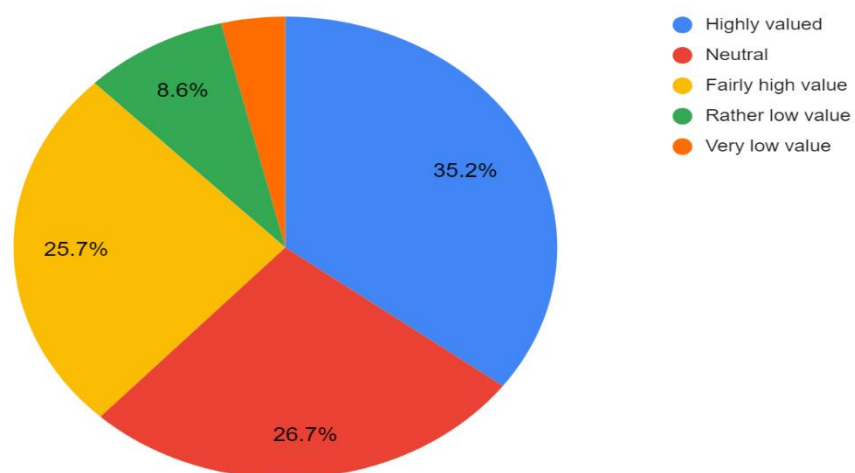


CHART 4.1.19

INFERENCE:

From the above Table 4.1.19, it is evident that 35.2% Highly valued of the respondents agree that I have confidence in the process by which important decisions are made in the organisation. Furthermore, 25.7% of the respondents have indicated a fairly high value, 26.7% have remained neutral, 8.6% have expressed a rather low value, and 3.8% have assigned a very low value.

TABLE NO: 4.1.20 My department collaborates well with other departments

Responses	No of Respondents	Percentage analysis
Highly Valued	23	22.1%
Fairly High Value	25	24%
Neutral	41	39.4%
Rather Low Value	9	8.7%
Very Low Value	6	5.8%
Total	105	100%

Source: Primary Data

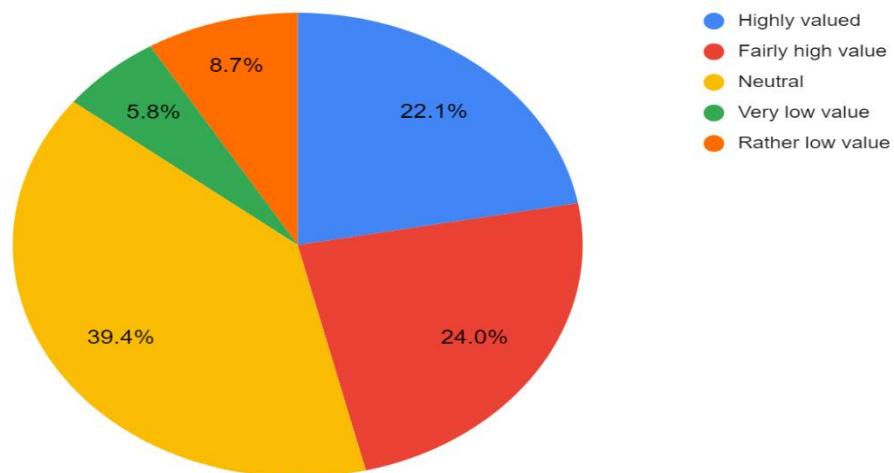


CHART 4.1.20

INFERENCE:

From the above Table 4.1.20, it is evident that 22.1% Highly valued of the respondents agree that my department collaborates well with other departments. Furthermore, 24% of the respondents have indicated a fairly high value, 39.4% have remained neutral, 8.7% have expressed a rather low value, and 5.8% have assigned a very low value.

TABLE NO: 4.1.21 The organisation is committed to helping employees to develop and grow.

Responses	No of Respondents	Percentage analysis
Highly Valued	40	22.1%
Fairly High Value	39	24%
Neutral	18	39.4%
Rather Low Value	5	8.7%
Very Low Value	3	5.8%
Total	105	100%

Source: Primary Data

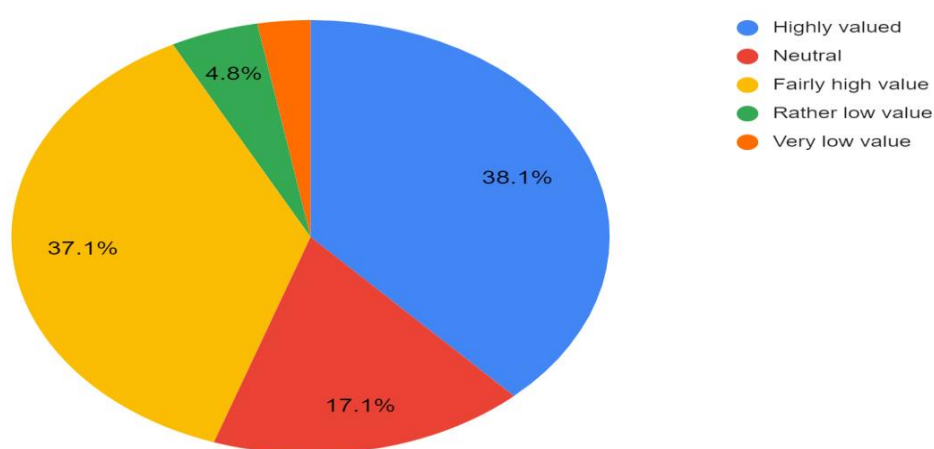


CHART 4.1.21

INFERENCE:

From the above Table 4.1.21, it is evident that 38.1% Highly valued of the respondents agree that the organisation is committed to helping employees to develop and grow. Furthermore, 37.1% of the respondents have indicated a fairly high value, 17.1% have remained neutral, 4.8% have expressed a rather low value, and 2.9% have assigned a very low value.

TABLE NO: 4.1.22 I am aware of diversity awareness or sensitivity training offered by the organisation.

Responses	No of Respondents	Percentage analysis
Highly Valued	37	35.2%
Fairly High Value	30	28.6%
Neutral	33	31.4%
Rather Low Value	3	2.9%
Very Low Value	2	1.9%
Total	105	100%

Source: Primary Data

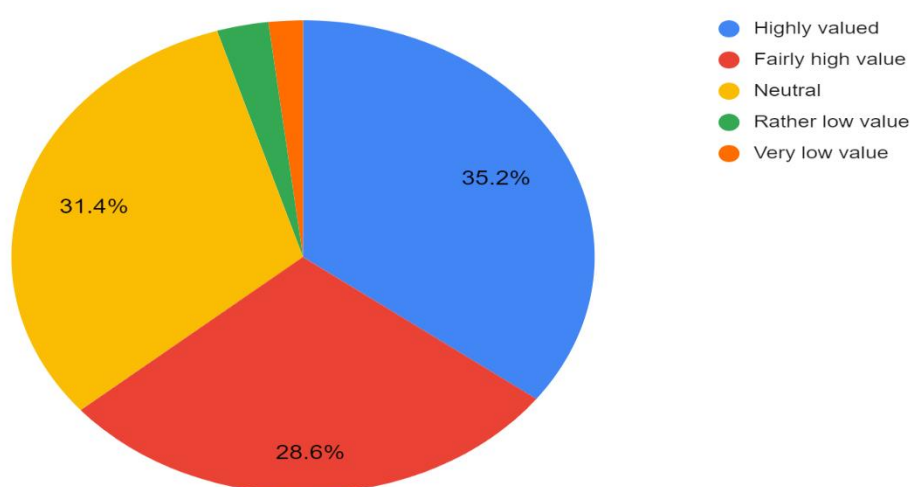


CHART 4.1.22

INFERENCE:

From the above Table 4.1.22, it is evident that 35.2% Highly valued of the respondents agree that I am aware of diversity awareness or sensitivity training offered by the organisation. Furthermore, 28.6% of the respondents have indicated a fairly high value, 31.4% have remained neutral, 2.9% have expressed a rather low value, and 1.9% have assigned a very low value.

4.2 HYPOTHESIS TESTING

H1: There is a significant relationship between the perceived OCTAPACE and organisational climate of the R&D sector.

Table 4.2.1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682 ^a	.466	.420	4.71576

a. Predictors: (Constant), EXPL, AUTH, OPN, TRS, AUTN, PRA, COLLB, CONF

b. Dependent Variable: climate

Table 4.2.1

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1802.620	8	225.328	10.132	.000 ^b
Residual	2068.174	93	22.238		
Total	3870.794	101			

a. Dependent Variable: climate

b. Predictors: (Constant), EXPL, AUTH, OPN, TRS, AUTN, PRA, COLLB, CONF

Table 4.2.1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.409	3.818		2.989	.004
	OPN	.853	.343	.243	2.485	.015
	CONF	-.187	.269	-.078	-.693	.490
	TRS	-.275	.291	-.103	-.946	.346
	AUTH	.743	.331	.253	2.244	.027
	PRA	.482	.305	.168	1.582	.117
	AUTN	-.391	.219	-.176	-1.790	.077
	COLLB	.219	.335	.073	.654	.515

EXPL	.879	.248	.376	3.547	.001
------	------	------	------	-------	------

a. Dependent Variable: climate

INFERENCE:

From the above result tabulation 4.2.1, R value is 0.689- which means it has a strong relationship between Organisational Climate and OCTAPACE because it is more than 0.5. R square value is 0.466 which means OCTAPACE has 46.6 % influence on climate which indicates that organisations need to focus on implementing OCTAPACE policies to maximise their employee efficiency and productivity and as per the ANOVA table, explicitness has maximum contribution towards organisational climate. Therefore, the organisation should promote explicitness and transparency in their policies, employee information, etc.

H0: There is no significant relationship between the perceived OCTAPACE and organisational climate of the R&D sector- **Rejected**

H1: There is a significant relationship between the perceived OCTAPACE and organisational climate of the R&D sector- **Accepted.**

H2: There is a significant relationship between the perceived Openness and workplace climate of the R&D sector.

Table 4.2.2

Correlations

		Openness	Workplace Climate
Openness	Pearson Correlation	1	.494**
	Sig. (2-tailed)		.000
	N	105	105
Workplace Climate	Pearson Correlation	.494**	1
	Sig. (2-tailed)	.000	
	N	105	105

** . Correlation is significant at the 0.01 level (2-tailed).

INFERENCE:

From the above result tabulation 4.3.2, the p value for the factor Openness under OCTAPACE is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Openness and workplace climate of the IT sector. The value is less than 0.5 i.e 0.494, therefore, there is a weak relation between Openness and Workplace Climate.

H0: There is no significant relationship between the perceived Openness and workplace climate of the R&D sector - **Rejected**

H2: There is a significant relationship between the perceived Openness and workplace climate of the R&D sector - **Accepted.**

H3: There is a significant relationship between the perceived Confrontation and workplace climate of the IT sector.

Table 4.2.3

Correlations

		Confrontation	Workplace Climate
Confrontation	Pearson Correlation	1	.360**
	Sig. (2-tailed)		.000
	N	105	105
Workplace Climate	Pearson Correlation	.360**	1
	Sig. (2-tailed)	.000	
	N	105	105

** . Correlation is significant at the 0.01 level (2-tailed).

INFERENCE:

From the above result tabulation 4.3.3, the p value for the factor Confrontation under OCTAPACE is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Confrontation and workplace climate of the R&D sector. The value is less than 0.5 i.e 0.360, therefore, there is a weak relation between Confrontation and Workplace Climate.

H0: There is no significant relationship between the perceived Confrontation and workplace climate of the R&D sector- **Rejected**

H3: There is a significant relationship between the perceived Confrontation and workplace climate of the R&D sector- **Accepted.**

H4: There is a significant relationship between the perceived Trust and workplace climate of the IT sector.

Table 4.2.4

Correlations

		Trust	Workplace_Climate
Trust	Pearson Correlation	1	.299**
	Sig. (2-tailed)		.002
	N	105	105
Workplace_Climate	Pearson Correlation	.299**	1
	Sig. (2-tailed)	.002	
	N	105	105

**. Correlation is significant at the 0.01 level (2-tailed).

INFERENCE:

From the above result tabulation 4.3.4, the p value for the factor Trust under OCTAPACE is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Trust and workplace climate of the IT sector. The value is less than 0.5 i.e 0.299, therefore, there is a weak relation between Trust and Workplace Climate.

H0: There is no significant relationship between the perceived Trust and workplace climate of the R&D sector - **Rejected**

H4: There is a significant relationship between the perceived Trust and workplace climate of the R&D sector - **Accepted.**

H5: There is a significant relationship between the perceived Authenticity and workplace climate of the R&D sector.

Table 4.2.5**Correlations**

		Authenticity	Workplace_Climate
Authenticity	Pearson Correlation	1	.415**
	Sig. (2-tailed)		.000
	N	105	105
Workplace_Climate	Pearson Correlation	.415**	1
	Sig. (2-tailed)	.000	
	N	105	105

** . Correlation is significant at the 0.01 level (2-tailed).

INFERENCE:

From the above result tabulation 4.3.5, the p value for the factor Authenticity under OCTAPACE is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Authenticity and workplace climate of the R&D sector. The value is less than 0.5 i.e 0.415, therefore, there is a weak relation between Authenticity and Workplace Climate.

H0: There is no significant relationship between the perceived Trust and workplace climate of the R&D sector - **Rejected**

H5: There is a significant relationship between the perceived Trust and workplace climate of the R&D sector – **Accepted**

H6: There is a significant relationship between the perceived Proactivity and workplace climate of the R&D sector.

Table 4.2.6**Correlations**

		Proaction	Workplace_Climate
Proaction	Pearson Correlation	1	.440**
	Sig. (2-tailed)		.000
	N	105	105
Workplace_Climate	Pearson Correlation	.440**	1

Sig. (2-tailed)	.000	
N	105	105

** . Correlation is significant at the 0.01 level (2-tailed).

INFERENCE:

From the above result tabulation 4.3.6, the p value for the factor Proaction under OCTAPACE is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Proaction and workplace climate of the R&D sector. The value is less than 0.5 i.e 0.440, therefore, there is a weak relation between Proaction and Workplace Climate.

H0: There is no significant relationship between the perceived Trust and workplace climate of the R&D sector - **Rejected**

H6: There is a significant relationship between the perceived Trust and workplace climate of the R&D sector - **Accepted.**

H7: There is a significant relationship between the perceived Autonomy and workplace climate of the R&D sector.

Table 4.2.7

Correlations

		Autonomy	Workplace_Climate
Autonomy	Pearson Correlation	1	.187
	Sig. (2-tailed)		.056
	N	105	105
Workplace_Climate	Pearson Correlation	.187	1
	Sig. (2-tailed)	.056	
	N	105	105

INFERENCE:

From the above result tabulation 4.3.7, the p value for the factor Autonomy under OCTAPACE is more than 0.05 i.e 0.056 which means there is no significant relation between the perceived Autonomy and workplace climate of the R&D sector.

H0: There is no significant relationship between the perceived Autonomy and workplace climate of the R&D sector – **Accepted**.

H7: There is a significant relationship between the perceived Autonomy and workplace climate of the R&D sector - **Rejected**.

H8: There is a significant relationship between the perceived Collaboration and workplace climate of the R&D sector.

Table 4.2.8
Correlations

		Collaboration	Workplace_Climate
Collaboration	Pearson Correlation	1	.455**
	Sig. (2-tailed)		.000
	N	105	105
Workplace_Climate	Pearson Correlation	.455**	1
	Sig. (2-tailed)	.000	
	N	105	105

** . Correlation is significant at the 0.01 level (2-tailed).

INFERENCE:

From the above result tabulation 4.3.8, the p value for the factor Collaboration under OCTAPACE, is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Collaboration and workplace climate of the R&D sector. The value is less than 0.5 i.e 0.455, therefore, there is a weak relation between Proaction and Workplace Climate.

H0: There is no significant relationship between the perceived Collaboration and workplace climate of the R&D sector - **Rejected**

H8: There is a significant relationship between the perceived Collaboration and workplace climate of the R&D sector - **Accepted**.

H9: There is a significant relationship between the perceived Explicitness and workplace climate of the IT sector.

Table 4.2.9

Correlations

		Explicitness	Workplace_Climate
Explicitness	Pearson Correlation	1	.548**
	Sig. (2-tailed)		.000
	N	105	105
Workplace_Climate	Pearson Correlation	.548**	1
	Sig. (2-tailed)	.000	
	N	105	105

** . Correlation is significant at the 0.01 level (2-tailed).

INFERENCE:

From the above result tabulation 4.3.9, the p value for the factor Collaboration under OCTAPACE, is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Collaboration and workplace climate of the R&D sector.

H0: There is no significant relationship the perceived Explicitness and workplace climate of the R&D sector - **Rejected**

H9: There is a significant relationship between the perceived Explicitness and workplace climate of the R&D sector - **Accepted**.

H10: There is a significant difference between the OCTAPACE culture and gender among employees.

Table 4.2.10

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Octapace	Equal variances assumed	9.023	.003	-.049	103	.961	-.12829	2.64409	-5.37222	5.11564
	Equal variances not assumed			-.048	88.192	.962	-.12829	2.70001	-5.49384	5.23726

INFERENCE:

From the above table 4.4, the p value is 0.003 which is less than 0.05. Therefore, an alternative hypothesis is accepted and null hypothesis is rejected. It is inferred that, there is a difference between OCTAPACE culture and Gender between the employees.

H0: There is no significant difference in the perceived OCTAPACE culture and gender among employees. - **Rejected**

H10: There is a significant difference between the perceived OCTAPACE culture and gender among employees - **Accepted.**

H11: There is a difference perceived OCTAPACE and age group of the employees in it sector.

Table 4.2.11

ANOVA

Octapace

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	751.307	2	375.654	2.127	.124
Within Groups	18012.750	102	176.596		
Total	18764.057	104			

INFERENCE:

From the above table 4.4.1, the p value is 0.124 which is more than 0.05. Therefore, an alternative hypothesis is rejected and null hypothesis is accepted. It is inferred that, there is no difference between OCTAPACE culture and Age of the employees.

H0: There is no significant difference the perceived OCTAPACE culture and age group of the employees in R&D sector - **Accepted**

H11: There is a significant difference between the perceived OCTAPACE culture and age group of the employees in R&D sector - **Rejected**

H12: There is significant difference in perceived OCTAPACE and experience levels of the employees.

Table 4.4.2

ANOVA

Octapace

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	238.000	2	119.000	.655	.522
Within Groups	18526.057	102	181.628		
Total	18764.057	104			

INFERENCE:

From the above table 4.4.2, the p value is 0.52 which is more than 0.05. Therefore, an alternative hypothesis is rejected and null hypothesis is accepted. It is inferred that, there is no difference between OCTAPACE culture and the Experience of the employees.

H0: There is no significant difference the perceived OCTAPACE culture and experience levels of the employees - **Accepted**

H12: There is a significant difference between the perceived OCTAPACE culture and experience levels of the employees - **Rejected**

CHAPTER-5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

RELIABILITY TEST:

As shown in the above table 4.1.1, factors of OCTAPACE which comprises of 24 questions has the Cronbach's Alpha Result above 0.7. As the level of reliability is more than 0.7, it can be interpreted that the questions have an acceptable level of reliability in measuring OCTAPACE.

PERCENTAGE ANALYSIS:

From the table 4.2.1, it is evident that 54.3% female employees participated in the research conducted and 45.7% of male employees participated in the study. This could be because at the organisation 57% of the workforce comprises of women and remaining are male employees.

HYPOTHESIS TESTING

HYPOTHESIS 1: From the result tabulation 4.3.1, R value is 0.689- which means it has a strong relationship between Organisational Climate and OCTAPACE because it is more than 0.5. R square value is 0.466 which means OCTAPACE has 46.6 % on climate which indicates that organisations need to focus on implementing OCTAPACE policies to maximise their employee efficiency and productivity.

HYPOTHESIS 2: From the result tabulation 4.3.2, the p value for the factor Openness under OCTAPACE is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Openness and workplace climate of the IT sector. The value is less than 0.5 i.e 0.494, therefore, there is a weak relation between Openness and Workplace Climate

HYPOTHESIS 3: From the result tabulation 4.3.3, the p value for the factor Confrontation under OCTAPACE is less than 0.05 i.e 0.000 which means there is a

significant relation between the perceived Confrontation and workplace climate of the IT sector. The value is less than 0.5 i.e 0.360, therefore, there is a weak relation between Confrontation and Workplace Climate.

HYPOTHESIS 4: From the result tabulation 4.3.4, the p value for the factor Trust under OCTAPACE is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Trust and workplace climate of the IT sector. The value is less than 0.5 i.e 0.299, therefore, there is a weak relation between Trust and Workplace Climate.

HYPOTHESIS 5: From the result tabulation 4.3.5, the p value for the factor Authenticity under OCTAPACE is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Authenticity and workplace climate of the IT sector. The value is less than 0.5 i.e 0.415, therefore, there is a weak relation between Authenticity and Workplace Climate.

HYPOTHESIS 6: From the result tabulation 4.3.6, the p value for the factor Proaction under OCTAPACE is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Proaction and workplace climate of the IT sector. The value is less than 0.5 i.e 0.440, therefore, there is a weak relation between Proaction and Workplace Climate.

HYPOTHESIS 7: From the result tabulation 4.3.7, the p value for the factor Autonomy under OCTAPACE is more than 0.05 i.e 0.056 which means there is no significant relation between the perceived Autonomy and workplace climate of the IT sector.

HYPOTHESIS 8: From the result tabulation 4.3.8, the p value for the factor Collaboration under OCTAPACE, is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Collaboration and workplace climate of the IT sector. The value is less than 0.5 i.e 0.455, therefore, there is a weak relation between Proaction and Workplace Climate.

HYPOTHESIS 9: From the result tabulation 4.3.9, the p value for the factor Collaboration under OCTAPACE, is less than 0.05 i.e 0.000 which means there is a significant relation between the perceived Collaboration and workplace climate of the IT sector.

HYPOTHESIS 10: From the table 4.4, the p value is 0.003 which is less than 0.05. Therefore, an alternative hypothesis is accepted and null hypothesis is rejected. It is

inferred that, there is a difference between OCTAPACE culture and Gender between the employees.

HYPOTHESIS 11: From the table 4.4.1, the p value is 0.124 which is more than 0.05. Therefore, an alternative hypothesis is rejected and null hypothesis is accepted. It is inferred that, there is no difference between OCTAPACE culture and Age of the employees.

HYPOTHESIS 12: From the table 4.4.2, the p value is 0.52 which is more than 0.05. Therefore, an alternative hypothesis is rejected and null hypothesis is accepted. It is inferred that, there is no difference between OCTAPACE culture and the Experience of the employees.

5.2 SUGGESTIONS

- Management must assimilate culture within the employees by encouraging the quality of work life and organization effectiveness and to encourage free interaction among employees.
- Organization should empower employees and encourage them to make decisions for themselves without the fear of negative repercussions along with gradual enlargement of duties.
- Organization should focus on elements of OCTAPACE culture and allow them to bring positive results and enhance productivity.
- Employee satisfaction survey must be done at regular intervals to get the actual picture of work culture and also to find out the changing attitude among the faculties. The top management should delegate and empower people lower in the hierarchy. The maximum possible autonomy should be provided so that the problems are solved at their source.

5.3 CONCLUSION

From the analysis we can conclude that though the attribute finds high significance among the respondents individually they are found to be significantly different in cross relationships which means that the regression values significantly accept the relationship between the clusters which are considered very high and low among the respondents. The R&D organization is found to be significantly valued among the respondents for the following attributes such as Openness, Authenticity and Explicitness. Whereas the other attributes of the OCTAPACE culture model were found to be relatively low valued. These attributes represent mainly in terms of freeness to express one's opinions in the work environment.

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ANNEXURE QUESTIONNAIRE

AN ANALYSIS ON HOW OCTAPACE CULTURE HAS AFFECTED THE WORKPLACE CLIMATE AT RAPTEE ENERGY PRIVATE LIMITED

1.Name of the respondent _____

2. Gender

- ☐ Men
☐ Women

3.Age

- ☐ 20-30
☐ 31-40
☐ Above 40

4. Department in the company _____

5.Years of experience

- ☐ 2-5 years
☐ 6-10 years
☐ More than 10 years

SECTION 1

S.NO	✓ 5 Highly valued	✓4 Fairly high value	Answer in the way provided alongside				
	✓ 3 Neutral	✓2 Rather low value					
	✓1 Very low value						
	<i>Respond to the following items on the answer sheet</i>		5	4	3	2	1
6	Facing interaction amongst employees, each respecting others’ feelings,competence, and sense						

	of judgement.					
7	Genuine sharing of information, feelings, and thoughts in meetings.					
8	Free and frank communication between various levels helps in solving problems					
9	Facing challenges inherent in the work situation.					
10	Offering moral support and help to employees and colleagues in crises.					
11	Interpersonal contact and support amongst employees.					
12	Confiding in seniors without fear of their misusing trust.					
13	Tactfulness, smartness and even a little manipulation to get things done.					
14	Considering both negative and positive aspects before taking action.					
15	Encouraging employees to take a fresh look at how things are done					

SECTION - 2

S.NO	✓ 5 Highly valued	✓4 Fairly high value	Answer in the way provided alongside				
	✓ 3 Neutral	✓3 Rather low value					
	✓ 1 if it is given a very low value						
	Respond to the following items on the answer sheet		5	4	3	2	1
16	Whenever I have questions about my duties, my manager is always available to assist.						
17	I always receive the information I need to carry out my duties.						
18	All employees reporting to the manager feel fairly treated.						

19	The pay awarded to good performers as against poor performers is appropriately different.					
20	The organisation provides opportunities to receive training and education that improves my skills.					
21	I have confidence in the process by which important decisions are made in the organisation.					
22	My department collaborates well with other departments.					
23	I am proud of the quality of service that the organisation provides to its customers.					
24	The organisation is committed to helping employees to develop and grow.					
25	I am aware of diversity awareness or sensitivity training offered by the organisation.					