IJSIR

A COMPARATIVE STUDY OF ORGANIZATIONAL ENVIRONMENT AMONG PUBLIC SECTOR BANKS AND PRIVATE BANKS IN UTTAR PRADESH BASED ON OCTAPACE CULTURE

*S. D. Sharma[1], Ms. Smita Saxena[2] , Saman Khan[3]

[1]Sri. J.N.P.G. College, Lucknow, Uttar Pradesh, India, [2]Research Scholar, Himalyan University ,Chimpu, Near Arunachal Pradesh Forest Corporation Guest House, Gohpur, Tinali, Itanagar, Arunachal Pradesh , India, [3]Department of Commerce, Sri. J.N.P.G. College, Lucknow, Uttar Pradesh, India

* Address for Correspondence : Prof. S. D. Sharma, Principal, Sri. J.N.P.G. College, Lucknow, Uttar Pradesh, India, Email ID : prin.jnpg@gmail.com

ABSTRACT

Organizational environment is major concern of the modern day management. Most of the organizations have set a bench mark in their organizational culture. They have not only increased employee participation and productivity but they have also reduced employee turnover. They have increased employee satisfaction too. This practice is not a result of one day practice. It takes too much to build a healthy organizational culture. Banking industry is the most vibrant and important sector providing services to millions of customers in India every day. Researcher has tried to examine the difference in organizational culture of private sector banks and public banks. For the purpose of study researcher took OCTAPCE fame work of study. Researcher found that OCTAPCE culture is well implemented in private banks whereas public banks still needs to do more to achieve OCTAPCE environment.

Keywords : Organizational environment; OCTAPCE culture; Banking Industry

INTRODUCTION

Stephen P. Robbins defines organizational behavior as "a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness."

His definition of organizational behavior is easily explaining that the individual behavior in the organization is the function of the group and structure of organization. Organizational environment is defined as the HRD environment too. Lots of researchers have studies this aspect and still much more is going on to improve it. One of the most important theories of HRD environment of organization environment is OCTAPCE theories.

OCTAPACE CULTURE

OCTAPACE CULTURE includes ethics, values, beliefs, attitudes, norms, ethos, climate, environment and culture. The eight dimensions of OCTAPACE culture are openness, confrontation, Trust, Authenticity, pro-action, autonomy, collaboration and experimentation which are essential for a strong and successful organization.

A culture with OCTAPACE values has the greater chance of achieving high involvement and satisfaction, team work, growth and free flow of communication within the organization .The most important aspect of organizational culture are the values it practices.

Eight values usually examined to develop the profile of an organizational culture that is called octapace it

1. OPENNESS,
2. CONFRONTATION,
3. TRUST,
4. AUTHENTICITY,
5. PROACTIVELY,
6. AUTONOMY,
7. COLLABORATION,
8. EXPERIMENTING.

a) **Openness** – It signifies the transparent environment in the organization. The degree of openness of the organization will be an important factor in determining the nature of the various dimensions of HRD being designed, as well as the way in which these dimensions should be

introduced. Freedom to communicate, share and interact without hesitation. Receiving feedback from customers and giving ideas and suggestions to team members.

Outcome: It helps to improve implementation of systems and innovation& free interaction among team mates, leaders and top authority and clarity in setting objectives and common goals.

b) Confrontation – The term signifies the actual problems which team face in the day to day work. It implies to face the problem and find the best solutions to get over it rather than stepping back to escaping the problems. Facing the problems and challenges boldly and not shying away is the main theme of Confrontation. If an organization encourages people to recognize a problem, bring it to people concerned, explore with them to under it and search possible ways of dealing with it.

Outcome: Improved problem solving and clarity and Team discussions to resolve problems.

c) Trust – The trust factor comes with Openness which include maintaining the confidentiality of information shared by others and company . If the level of trust is low, the various dimensions of HRS are likely to be seen with suspicion and therefore the credibility of the system may go down. In such a case the system if introduced may become a vital and cease to perform the main functions for which it meant.

Outcome: Higher empathy, timely support, reduced stress and reduction and simplification of forms and procedures.

d) Authenticity: Authenticity is the congruence between what one feels and says. It is the value underlying trust. Authenticity is reflected in the narrowest gap between the stated vales and the actual behaviour. This value is important for the development of a culture of mutuality.

Outcome: Sharing of feelings freely to improve interpersonal communication and reduced distortion in communications.

e) Proactive - Taking initiative, preplanning and taking preventive action is the measures of term Proactive. Organisation must be proactive in terms of their planning. They must be ready for future. Pro-action means anticipating issues in advancing to take advantage of this undertaking conflict or responding to needs of the future in fact creating the future.

Outcome: Taking and planning actions at immediate concerns.

f) Autonomy – Autonomy is the willingness to use power without fear and helping other to do same. Basically Autonomy is all about using and giving freedom to plan and act in one's own sphere. Organisations must avoid autocratic type of environment and give chance to team to use their powers in positive way.

Outcome: Develops mutual relationships, reduce reference made to senior people.

g) Collaboration - involves working together in a team for a common cause. individuals solve their problems by sharing their concerns with one another and prepare strategies working out plan of actions and implement them together.

Outcome: Timely work, improved communication, resource sharing.

h) Experimenting – It Involves using and encouraging innovate approaches to solve problems. It is the value which emphasizes the importance given to innovating and trying out new ways of dealing with problems in the organisations.

Outcome : Development of new product, methods, and procedures. A profile of an organization on these aspects may help to decide what elements of HRS should be introduced in what sequences in the organization.

HYPOTHESIS OF RESEARCH

(Null Hypothesis) $_0$:

1- There is no difference about the OCTAPACE practices among public and private sector banks.

2- There is no difference of employee performance among the public and private sector banks.

3- There is no significant relation among employee performance and OCTAPACE organizational culture.

(Alternate Hypothesis) $_1$:

1- There is significant difference about the OCTAPACE practices among public and private sector banks.

2- There is significant difference of employee performance among the public and private sector banks.

3- There is significant relation among employee performance and OCTAPACE organizational culture.

RESEARCH METHODOLOGY

Researcher has considered Lucknow district as research location. Private sector bank employee and public sector bank employee were selected randomly for the purpose study.

A research tool was developed for the study with Cornbach's Alpha value 0.762.

The tool was administered among the employees and the responses were coded on SPSS 22. For estimating difference among the variables considered in study Z-test is applied where as the relation among the variables have been studied on the basis of Correlation among variables.

RESULTS

(A) Responses of executives about OCTAPACE culture in Public sector bank and private sector bank

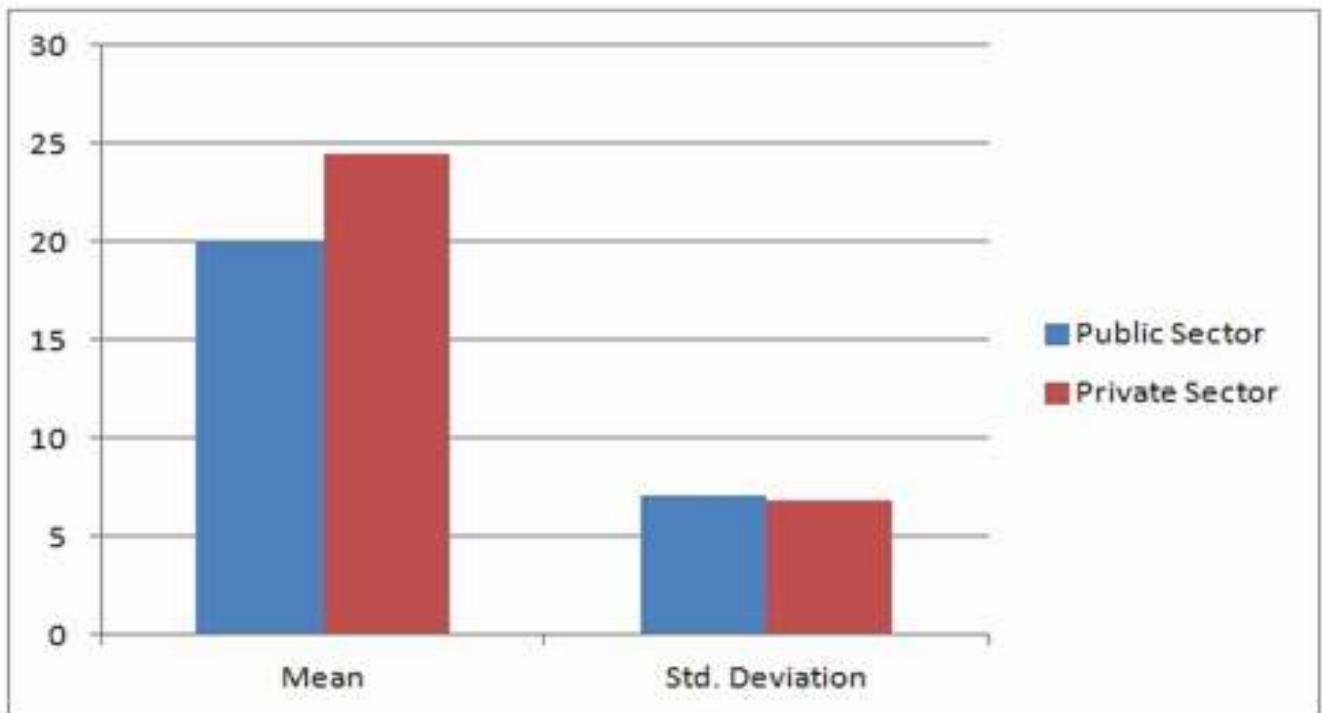| Group Statistics						
	Company Profile	N	Mean	Std. Deviation	Std. Error Mean	
Score of OCTAPACE culture	Public Sector	50	20.0000	7.06818	.99959	
	Private Sector	50	24.5200	6.82803	.96563	

Fig: Comparison of the mean and St Deviations of OCTAPACE culture in Public sector bank and private sector bank

Independent Samples Test									
	Levene's Test		t-test for Equality of Means						
								95% Confidence Interval of the Difference	
	F	Sig	t	df	Sig. (2 -tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Equal variances assumed	143	706	3.252	98	.002	-4.52000	1.38983	-7.27807	-1.76193
Equal variances not assumed			3.252	97.883	.002	-4.52000	1.38983	-7.27811	-1.76189

Test result show t- value is above 1.96. So it can be said that there is significant difference between the **OCTAPACE culture in Public sector bank and private sector bank**. St Deviation among public sector managers is higher than private sector managers. So it can be said that private sector managers are more consistent in their opinion. Higher mean value shows that private sector banks have more favourable conditions about OCTAPACE Culture in comparison with public sector managers. So it can be concluded that "There is significant difference about the OCTAPACE practices among public and private sector banks."

(B) Employee performance during the period of study in Public sector bank and private sector bank

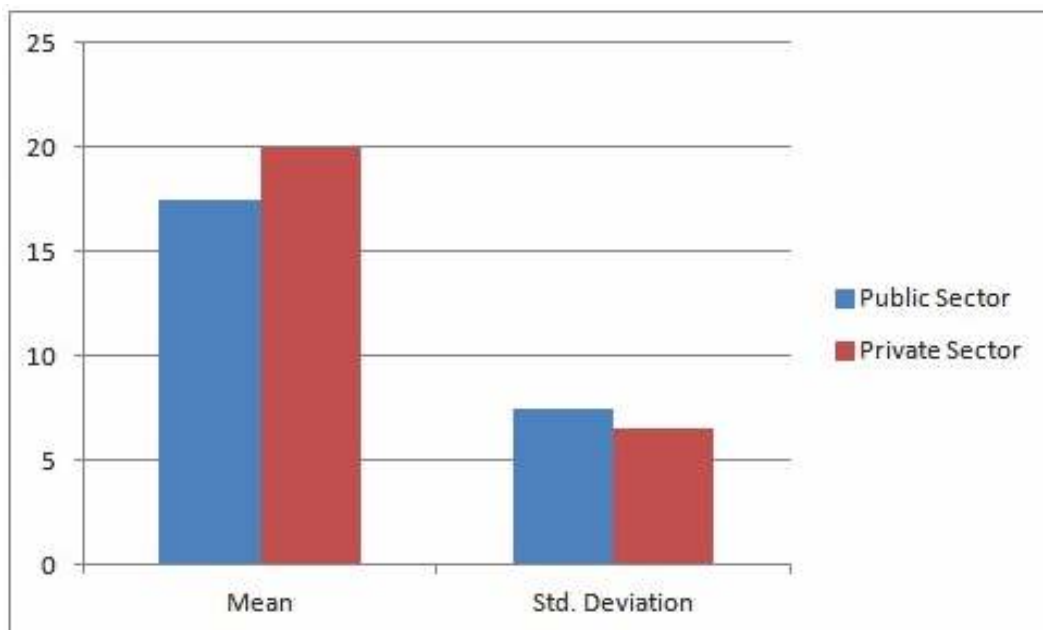| Group Statistics					
	Company Profile	N	Mean	Std. Deviation	Std. Error Mean
Employee Performance	Public Sector	50	17.4800	7.42373	1.04987
	Private Sector	50	20.0200	6.53246	.92383

Fig: Comparison of the employee Performance in Public Sector bank with Private Sector banks

Independent Samples Test									
	Levene's Test		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
Equal variances assumed	3.571	.062	2.816	98	.072	-2.54000	1.39846	-5.31520	.23520
Equal variances not assumed			2.816	96.439	.072	-2.54000	1.39846	-5.31577	.23577

Test result show t- value is above 1.96. So it can be said that there is significant difference between the employees Performance in Public Sector bank with Private Sector banks. . St Deviation among public sector managers is higher than private sector managers. So it can be said that private sector managers are more consistent. So it can be concluded that," There is significant difference of employee performance among the public and private sector banks."

(C) Effect of OCTAPACE culture on employee productivity

Correlations		Employee Performance	OCTAPACE Culture
Employee Performance	Pearson Correlation	1	.773**
	Sig. (2-tailed)		.000
	N	100	100
OCTAPACE Culture	Pearson Correlation	.773**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation table shows that Employee Performance is positively related with OCTAPACE Culture. The correlation value is 0.773 which is above to 0.600. The value shows that both have a high correlation. With results of correlation table H_0 is rejected so we can say "There is significant relation among employee performance

CONCLUSION
The present research shows that there is need of OCTAPACE culture in modern day banks. The research also emphasized on importance of OCTAPACE for improved employee performance. Banking industry is going through a tough phase in economy. Lots of loans are turning into NPA in such condition if banks can control organizational climate then this would help them form improving employee turnover and retaining the quality of work force. A quality workforce can contribute to overall productivity of organizations. This would be in the interest of banks to focus on establishment of OCTAPAE culture at their premises.

REFERENCES

1. C.R. Kothari, (2012). Research Methodology : Methods and Techniques, New Age International (P) Ltd., Edition:2nd Reprint
2. N.K.Malhotra & S.Dash, (2009). Marketing Research-An Applied Orientation
3. Alee, V. (1997). 'The Knowledge Revolution; Expanding Organizational Intelligence, Butterworth-Heinemann. Cited Vivien Reid. Barbara Bardzki and Stephen McName Communication and Culture. Designing a Knowledgeenabled Environment to Effect Local Government Reform, Academic Conferences Ltd. ISSN : 1479-439X.
4. Al-Tameez, A.A (2004). An Inhibiting Context Hampering Role of Information Technology as an Enabler in Organizational Learning. Journal of Computer Information System, 34-40.
5. Alvesson, M., & Karreman, D. (2002). Making Sense of the Curious Concept of Knowledge Management. Journal of Management Studies, 38 (7), 995- 1015.
6. Amabile, Teresa (1988). 'A Model of Creativity and Innovation on Organizations' in Research in Organizational Behaviour, B. M. Stwaw and L. L. Cummings (eds.). Vol. 10- 123-167, Greenwitch, CT : JAI Press.
7. Celik, V., 2000a. Okul Kulturu ve Yonetimi. 2. Baski. [School Culture and Its Management] Ankara: Pegem A Yayinevi Tic. Ltd.
8. Cochran, D.S; Dolan, J,(1984). Qualitative Research: An Alternative to Quantitative Research in Communication. The Journal of Business Communication, Vol.21, issue 4, pp.25-33