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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	SYNERGIES IN BUSINESS VALUATION <i>DR. REVATHI IYER</i>	1
2.	A STUDY ON THE VARIOUS ISSUES OF TRAINING OF ASSAM POLICE PERSONNEL <i>DR. SANJIB RAJ & DR. AJANTA B. RAJKONWAR</i>	5
3.	A STUDY OF GREEN BANKING INITIATIVES IN SELECTED PUBLIC AND PRIVATE SECTOR BANKS IN INDIA <i>KARTHIK & DR. D.V. HONAGANNAVAR</i>	11
4.	STUDY OF CO-OPERATION IN ECONOMIC DEVELOPMENT AND PROCEDURE OF SELF HELP GROUPS IN CHHATTISGARH STATE <i>RANJIT KUMAR & DR. OP CHANDRAKAR</i>	15
5.	OCTAPACE CULTURE: A PREDICTOR OF FACULTY PERFORMANCE <i>SUVARNA LAPALIKAR & DR. KAMLESH BHANDARI</i>	18
6.	INFRASTRUCTURE MANAGEMENT IN IT PARKS WITH SPECIAL REFERENCE TO TECHNOPARK, TRIVANDRUM <i>R. JOLLY ROSALIND SILVA & DR. A. MORARJI</i>	22
7.	A DESCRIPTIVE STUDY ON REASONS FOR EMPLOYEE ATTRITION BEHAVIOR IN HOTELS AND RESTAURANTS OF LUCKNOW CITY: OWNERS/ MANAGERS PERSPECTIVE <i>DR. GAURAV PANDE & LEON CHUNG</i>	25
8.	PURCHASING BEHAVIOUR OF RURAL CONSUMERS IN SOUTH INDIA WITH REFERENCE TO FMCG <i>DR. K. VENKATA JANARDHAN RAO & SRIVALLI J</i>	30
9.	PRICE BEHAVIOUR OF GOLD AND SILVER AT MCX WITH SPECIAL REFERENCE TO GOODWILL COMMODITIES, PUDUCHERRY <i>R. MENAHA & DR. S. POUGAJENDY</i>	33
10.	CONSTRUCTION OF OPTIMAL EQUITY PORTFOLIO WITH APPLICATION OF SHARPE SINGLE INDEX MODEL: A COMPARATIVE STUDY ON FMCG AND AUTO SECTORS <i>T. MALLIKHARJUNARAO & DR. S. ANITHADEVI</i>	37
11.	ADVERTISEMENTS SHOWING CHILDREN: AN ETHICAL PERSPECTIVE <i>DR. D. MEHTA & DR. NAVEEN K MEHTA</i>	44
12.	THE EFFECTS OF HUMAN RESOURCE OUTSOURCING ON ORGANISATIONAL PERFORMANCE (A CASE STUDY OF POST BANK KENYA LTD.) <i>CLIFFORD G. MACHOGU, JOHN WEKESA WANJALA, RICHARD JUMA OTIENO & JAMES KIBE</i>	47
13.	AN EXTENDED STUDY ON THE OFFENCES UNDER NEGOTIABLE INSTRUMENTS ACT WITH SPECIAL REFERENCE TO CHEQUE BOUNCING <i>DR. I. FRANCIS GNANASEKAR & S.M. MOHAMED MISKEEN</i>	52
14.	CRITICAL EVALUATION OF THE RECRUITMENT PROCESS OF BUSINESS DEVELOPMENT EXECUTIVE AT PRIVATE SECTOR BANK, PUNE <i>SHIKHA SINDHU & NATASHA KAUL</i>	55
15.	DEVIATIONS OF INVESTMENT INSTRUMENTS PORTFOLIO FROM IRDA GUIDELINES IN LIFE INSURANCE <i>MONA JINDAL</i>	60
16.	DEMONETIZATION AND ITS IMPACT <i>DR. YASHODA</i>	65
17.	PROFITABILITY AND LIQUIDITY RATIOS ANALYSIS: AN EMPIRICAL STUDY OF PANYAM CEMENTS & MINERAL INDUSTRIES LTD. <i>B R MURTHY, M KALPANA. & S PURNACHANDRA RAO</i>	67
18.	MARINE TRADE MEDIATOR'S SATISFACTION TOWARDS PRIVATE CONTAINER FREIGHT STATION SERVICES IN TUTICORIN <i>SENTHIL KUMAR S & DR. JEBA PRIYA</i>	70
19.	A STUDY ON SATISFACTION OF BANKING CUSTOMERS TOWARDS ONLINE SERVICES <i>HELNA K PAUL, NOUFAL C K & FASNA P P</i>	77
20.	FINANCIAL INCLUSION Vs. FINANCIAL EXCLUSION: AN OVERVIEW <i>LAVANYA K.N.</i>	80
	REQUEST FOR FEEDBACK & DISCLAIMER	82

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OCTAPACE CULTURE: A PREDICTOR OF FACULTY PERFORMANCE**SUVARNA LAPALIKAR****ASST. PROFESSOR****ST. PAUL INSTITUTE OF PROFESSIONAL STUDIES
INDORE****DR. KAMLESH BHANDARI****PROFESSOR****P.M.B. GUJARATI COMMERCE COLLEGE
INDORE****ABSTRACT**

The present study aims in making a survey on the impact of OCTAPACE Culture with respect to professional higher education institutes in Indore city. For imparting quality education in colleges, faculty members are considered to be the most important and valuable assets. The eight variables of HRD climate therefore plays a vital and essential role in maintenance and development of employees, which would lead to higher satisfaction in their job. OCTAPACE in form of Human resource development is a continuous process to ensure the development of employee's competencies, dynamism, motivation and effectiveness in a systematic and planned way. In this study total 500 faculty were selected and through questionnaire they were asked about the culture exist in their organizations. For the analysis, correlation and regression were applied. The findings reveal that there is a significant impact of OCTAPACE culture on faculty performance.

KEYWORDS

OCTAPACE culture, faculty performance, quality education, maintenance and development.

INTRODUCTION

OCTAPACE culture is an integral part of organizational climate. It can be defined as perceptions the employee can have on the developmental environment of an organization. The OCTAPACE items deal with the extent to which Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity and Collaboration are valued in the organization. The items dealing with human resource development mechanisms measure the extent to which human resource development mechanisms are implemented seriously. India has successfully created a niche in leading higher education systems in the world. Higher education institutions are the important means for exploring, generating, conserving and transmitting knowledge. Higher education has intensely changed in the past two decades, and those involved in the academic sector are still struggling with the implications of these changes. Academic Institutions and systems have faced pressures of increasing numbers of students and demographic changes, demands for accountability, reconsideration of the social and economic role of higher education and the impact of new technologies, among others. While higher education institutions function on a national level, the challenges they face are on a global scale.

The overriding aim of this research work is to examine the dimensions of OCTAPACE Culture and its impact on employees' performance in Higher Education in Indore. Basically, the purpose of selecting the Higher Education is as it is students driven and its prime focus is on quality of services so that future leaders can prepare for tomorrow. The aim of the culture is to implement of all eight variables to engender climate of trust and confidence where both employees and students feel part of a multi-disciplinary team working to the organizational objectives. Internal communication strategy promotes the level of understanding and an open door culture. The basic conditions for effective working environment include openness, trust, confrontation, collaboration, experimentation, autonomy, confrontation and proaction. Members are open, appreciative, kind and genuine in their interactions with each other and eager to learn from each other. For enhancing the faculty performance; OCTAPACE enables effective communication and fruitful collaboration of leadership in which new ideas and views are shared, mutual support is provided and opportunities are exported to their full potential.

ORGANIZATION CULTURE IN EDUCATION SECTOR

At the higher education level, culture can be defined as the values and beliefs of educational stakeholders (i.e., administrators, faculty, students, board members and support staff), based on tradition and communicated verbally and nonverbally (Deal and Kennedy, 1982; Bartell, 2003). Values and beliefs are thought to greatly influence decision-making processes at educational institutes and shape individual and organizational behaviors. Through observation of building architecture, campus facility maintenance, and student interactions and attire, one can tell a great deal about the culture. Leaders of education sector are increasingly becoming more aware of the concept of culture and its significant role in change and development. Further, higher education possesses distinctive characteristics, which correlate strongly with their respective cultures. Unlike most business organizations, higher education often possesses goals that are unclear and difficult to measure. Further, the internal and external stakeholders are diverse and play extraordinary roles. Internal stakeholders range from domestic and foreign undergraduates to graduate, professional, and continuing education students. External stakeholders include those in the surrounding community, the political jurisdiction, granting and accrediting agencies, unions and the press (Bartell, 2003). In this context, the higher educational institutes can be thought of as an intricate web, where the role of faculty is to link components of the web together (Bartell, 2003). As a web, the educational institutes can be considered interwoven and continuous, allowing communication among individuals who share responsibility and decision making power. The OCTAPACE profile is a 40-item instrument that gives the profile of organization's ethos in eight values. These values are openness, confrontation, trust, authenticity, pro action, autonomy, collaboration and experimentation.

OPENNESS

Openness is there where people (Individuals, dyads, teams and all in the organization) feel free to express their ideas, opinions and feelings to each other irrespective of their level, designation, etc. There are no barriers to such expressions among faculty and students. They are encouraged to express and are heard. Their views are taken seriously. Such expressions provide an opportunity for individuals to explore their own talents. Openness can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness.

COLLABORATION

Collaboration is the culture where people (Individual, dyads, teams and the organization as a whole) are eager to help each other. There is a spirit of sacrifice for the sake of each other and larger goals. Personal power is played down and people are governed by larger goals like the goals of the organization, country and humanity. People are willing to go to any extent to help each other to make sure that the larger organizational goals do not suffer. The outcome of collaboration includes timely help, teamwork, sharing of experiences, improved communication and improved resource sharing.

TRUST

Trust deal with a culture of people believing each other and acting on the basis of verbal messages and instructions without having to wait for written instructions or explanations. Trust puts the onus on the person who is the recipient of the promise or word given. Trust is not used in the moral sense. It is reflected in

maintaining the confidentiality of information shared by others, and in not misusing it. It is also reflected in a sense of assurance that others will help, when such help is needed and will honor mutual commitments and obligations.

AUTHENTICITY

Authenticity is speaking the truth fearlessly and keeping up the promises made. It is indicated by the extent to which people mean what they say and do what they say. In a way, it is of a higher order than trust and trustworthiness. Individuals, dyads and teams can be counted upon not to make false promises. They never promise or commit to things just to please others. They also make full efforts to implement their promises. The outcome of authenticity in an organization is reduced distortion in communication. This can be seen in the correspondence between members in an organization.

PROACTION

A Proactive culture promotes initiative and exploration on the part of all employees. A proactive culture encourages everyone to take initiative and make things happen. New activities and new ways of doing things are encouraged. Such proaction can be in any area including role making (giving new interpretations to one's role for achieving organizational or team goals.), role taking (taking new initiatives, initiating new activities, changing the old methods of work), Work methodology, cost reduction, quality improvements, culture building, HRM, etc.

AUTONOMY

Autonomy is present if every role-holder in the organization, irrespective of his level, has some scope to use discretion in his job. The discretion may be in terms of work methods, decision making, communication or any such area. There should be scope to choose one's activities and role. The greater the freedom to choose what one wants to do or the way one wants to do it, the higher the autonomy. Autonomy is using and giving freedom to plan and act in one's own sphere.

CONFRONTATION

Confrontation can be defined as facing rather than shying away from problems. It is the culture of facing issues squarely. People discuss issues with very little fear of hurting each other. Even if one may have to hurt the other, the issue is handled and not put under the carpet. People can be relied upon to treat issues not as a personal assault but as focus areas needing improvement. This culture enhances the problem solving ability. It also implies deeper analysis of interpersonal problems. All this involves taking up challenges. The term confrontation is being used with some reservation and means putting up a front as contrasted with putting one's back (escaping) to the problem.

EXPERIMENTATION

Experimentation is the orientation on the part of the employees to try out new ways of doing things and take new decisions. It characterizes a risk-taking culture in the organization. Without risk, there is no growth. Without experimentation, there is very little scope for renewal, rejuvenation and simplification of life. It means using and encouraging innovative approaches to solve problems, using feedback for improving, taking a fresh look at things, and encouraging creativity. Organizational learning does not imply repetitive action; it implies applying past experience to current problems to reach beyond. This can be called creativity. Other terms such as innovations, experiments, new approaches, etc. also convey the same meaning.

OCTAPACE Culture and Faculty Performance

Although numerous studies have emphasized cultures instrumental value, there is still absence of any comprehensive theory of how OCTAPACE Culture may influence Organizations employee attrition rate, employee satisfaction and employee morale in Educational Sector while providing quality of education. Research on the link between OCTAPACE Culture and higher education is also limited. The available researches on Culture, HRD also does not consider education based services, Employee attrition, and employee satisfaction and employee morale as an Objective. And in fact a very little attention has been also made on education industry.

Thus it is argued that in education sector, employees attrition rate is very high so to study how OCTAPACE Culture is helpful to reduce the attrition rate, further this research has focused on how OCTAPACE Culture is helpful to know the faculty performance in terms of students' results, placements and their grooming. The relationship between OCTAPACE Culture and faculty performance in higher educational sector has also not been found all together in any of the research. Indore is the hub of education.

REVIEW OF LITERATURE

Shine David et al., (2015) found in their study that Knowledge is considered as the most important asset in 21st century. Efficient knowledge sharing demands an open and cohesive culture. Organizational culture directly affects the extent to which effective knowledge management is possible. OCTAPACE culture is such a measure. This study aims to study the impact of OCTAPACE culture in Knowledge Management with an emphasis on gender. The findings of the study may help organizations to focus on certain factors while devising strategies for Knowledge management.

Harish B. Bapat et. a., (2014) A Study of organizational dynamics through OCTAPACE culture in IT companies. In this study, the researcher has mentioned that individuals in an organization have vast potential for development and it can be further developed and multiplied through appropriate and systematic efforts. The present study is humble attempt to identify the major factors based on descriptive research design undertaken with the help of structured questionnaires to study the OCTAPACE in IT Industry. This study employs certain statistical tools for assessing whether the hypotheses that had been formed are valid or not. The results show that the sample organizations differ significantly in their OCTAPACE Culture and are having varying level of OCTAPACE culture.

The study by Sheetal Yadav (2014) aims to find out the prevailing and desired level of OCTAPACE culture which is still embedded in the context of North Indian universities. A healthy organizational culture stands on eight strong pillars of the "OCTAPACE" which should be maintained in any organization to achieve organizational goal. The desired level of OCTAPACE values (which is always believed to be higher) is not found high for all the values in sample universities. Openness's desired level is found lower than the prevailing level in sample universities. Hence, the sample universities' culture is not very strong and they will have to gear up to make it sound and effective culture to achieve their desired goal.

Dubey Pushkar and Surenthiran (2013) focused on the issue of Human resource development climate prevailing in the private schools of western Odisha. Based on teacher's opinion the OCTAPACE Culture, general climate and HRD implementation dimension were surveyed and the overall HRD Climate was calculated. The present study aims in making a survey of Human resource development climate with respect to schools in western Odisha. For imparting quality education in schools, teachers are considered to be the most important and valuable assets.

The aim of the study of Neeraj Kumari (2013) was to understand the general HRD climate of the organization and to find out which factor (s) influence the HRD climate of the company. The descriptive research design was under taken with the help of the structured questionnaire to study the OCTAPACE culture of Spanco Ltd. which was based on the responses of the various levels of employees working in it. Employees believe that top management gives importance to the human resource and all employees are treated humanely.

OBJECTIVES OF THE STUDY

1. To study the effect of openness on faculty performance in Educational Institutions.
2. To find out results and give suggestions for future research aiming at enhancement of OCTAPACE culture in Educational sector.

RESEARCH METHODOLOGY

SAMPLING PLAN: The study was restricted to the higher education institutes in Indore including Management, Arts & Commerce, Medical, Engineering, and Science colleges.

SAMPLING UNIT: For the research, total 400 faculty members were selected.

SAMPLING TECHNIQUES: For the study, random sampling technique was used.

DATA ANALYSIS TOOLS

The data coded in excel using Ms-Office package. The coded data was then analyzed using SPSS version 20.0. The data was analyzed using descriptive statistics. First all questions were subjected to frequency analysis and item total correlation to check whether the scale is measuring any variation or not. Thereafter, the reliability and validity of the scale were done using Cronbach's Co-efficient Alpha, Factor Analysis, Correlation & Regression analysis and One Way ANOVA. The secondary data for this particular study were collected through national and international journals, periodicals and other existing reports that were based on the subject. Secondary data helped the researcher to create better comprehension of women preferences towards retail formats. Thus the study conducted and analysed primary data with the significance of the secondary data.

HYPOTHESIS

H₀₁: There exists no significant impact of OCTAPACE culture on Faculty Performance.

ANALYSIS**TABLE 1: MODEL SUMMARY ON OCTAPACE CULTURE & FACULTY PERFORMANCE**

Model	R	R Square ^a	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.920 ^a	.846	.845	5.92825	.846	2185.872	1	399	.000

Predictors: Autonomy

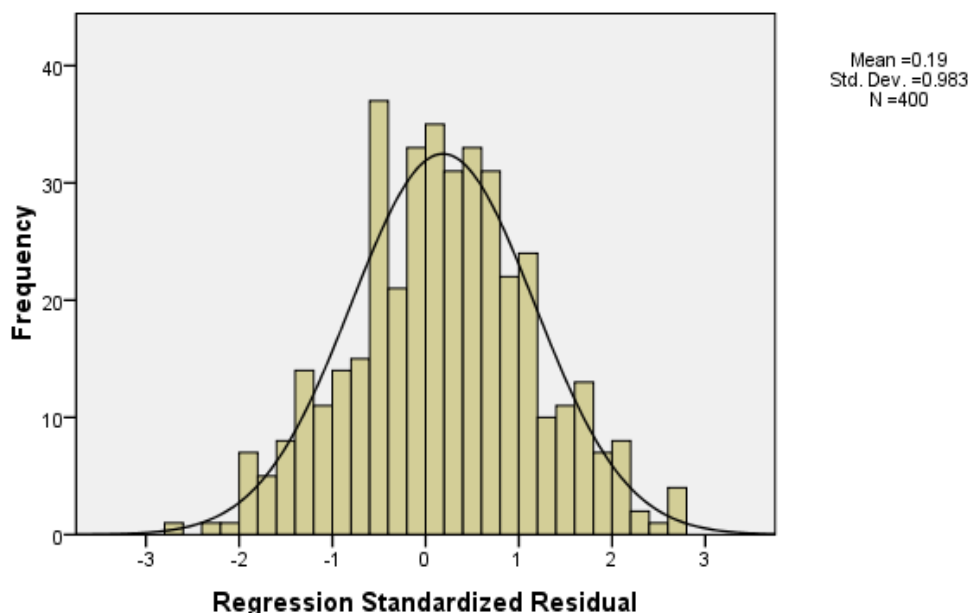
Dependent Variable: Faculty Performance

Over all model summary shows the value of multiple correlation coefficient $R=0.920$, it is the linear correlation coefficient between observed and model predicted values of the dependent variable, Its large value indicates a strong relationship. R^2 , the coefficient of determination is the squared value of the multiple correlation coefficients. Adjusted $R^2=0.846$, R^2 change is also 0.845 and these values are significant which shows that overall strength of association is noteworthy. The coefficient of determination R^2 is 0.846; therefore, 84.6% of the variation in Faculty Performance is explained by OCTAPACE culture.

TABLE 2: COEFFICIENTS ON OCTAPACE CULTURE & FACULTY PERFORMANCE

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	OCTAPACE	1.294	.028	.920	46.753	.000

a. Dependent Variable: Faculty Performance

FIG. 1

ANOVA is used to exhibit model's ability to explain any variation in the dependent variable. ANOVA table exhibits that the hypothesis that all model coefficients are 0 is rejected at 1% as well as 5% level of significance which means that the model coefficients differ significantly from zero. In other words, we can say that there exists enough evidence to conclude that slope of population regression line is not zero and hence, OCTAPACE culture is useful as predictor of Faculty Performance. From the table of ANOVA, it has been found that the calculated value of F is greater than the tabulated value at .000 significant levels. Hence, null hypothesis is rejected and alternate hypothesis is accepted. The normal probability plot is obtained to test the assumption about the normality of residuals and it appears that the residuals are approximately normally distributed. Thus, the assumptions for regression analysis appear to be met.

FINDINGS OF THE STUDY

- To analysis these results further, OCTAPACE culture of Higher Education is looked into. On the eight variables of organizational culture selected for the study, the employees of higher education have strong organizational culture and they are more satisfied, able to boost their morale in achieving the objectives and goals and also employees' attrition rate is reduced due to strong culture.
- They have high openness, high confrontation, high autonomy and high experimentation. The results lead us to believe that the higher education has strong cultural norms and practices with high centrality of work, positive relationship, high work pleasure, high job effect, transparency, free flow of information, better opportunity for innovation and performance.
- The findings thus lead us to believe that the higher education is making provision of a favourable synergetic work value system to the faculty members compared to other sectors.
- This indicates that over a period of time the coherent set of beliefs, values, assumptions & practices that followed by the higher educational institutions in relation to ethos is embraced by most members of the organization & thereby developed a unique corporate folklore for a strong culture.

- The findings indicate that the culture induces the value system of learning organization and develop a culture of experimentation, which enhances members' motivation towards achievement and advancement in their progression. Experimentation as a value emphasizes the importance given to innovation and trying out new ways of dealing with the problems in the organization.

CONCLUSION

The employee's performance is critical to the conduct of any sector in the competitive marketplace and environment today, and the education sector enjoys no exception to it. The essential to employee performance is to presume the employees' apprehensions and secure proper alignment of their needs with those of the organization. To deliver excellent quality services to the students and strive for the business excellence, the employee performance within the organization is of much importance. All these can be achieved if the top level management takes extra care while developing internal services quality bases starting from selection and recruitment process to recognizing employees with their core expertise and setting up tremendous work design for the employees. It is important for the top management to develop strong relationship between the organization and employees to fulfil the continuous changing needs of both parties.

Organizations expect employees to follow the rules and regulations, work according to the standards set for them, and the employees expect good working conditions, fair pay, fair treatment, secure career, power and involvement in decisions. These expectations of both parties vary from organization to organization. For organizations to address these expectations an understanding of employees' motivation is required Beer, et., al, (1984). The most important thing in the delivery of quality service is the individual motivation of all employees. Organisations need to focus on employee satisfaction because qualified employees are becoming scarce and the turnover high among employees (Rust et al., 1996). The organization's health depends on employees' common shared values and how well the employees are treated by the company's activities to ensure loyalty, low employee turnover, and productivity gains.

The findings also explained about involving people to anticipate the problems and arrangements for their resolutions well in advance so that the necessary systemic and process changes are made without compromising quality and quantity. Thus, the management should work for developing the conducive organisational culture that requires the culture of openness, collaboration, trust, pro-activity, autonomy, authenticity, confrontation and experimentation.

SUGGESTIONS AND RECOMMENDATIONS

Based on the findings of the study the researcher would like to put forth few suggestions for consideration of the management.

- From the findings of the study it was observed that higher education is keen in building a congenial organization culture for its team but with the increase in size and complexities now it has considered to implement OCTAPACE culture in the organization as on today's situation a congenial OCTAPACE culture is extremely important for promoting the organizational effectiveness and good governance.
- It was observed that there exists a conducive openness and trust environment in the organization. Despite this fact some of the respondents hesitate to come out freely to communicate and share as organization behaviour is mostly affected by the behaviour of the individual employee. Higher Education can plan to conduct some ice-breaking sessions to make them socialize better.
- It is observed that higher education sector is able to establish a better psychological contract with the employees but there is a need to develop and maintain a functional work culture. Hence, it has to take some proactive measures towards developing a sound organization culture which will be complimentary to employees' performance.
- The organization should empower employees and encourage them to make decisions for themselves without the fear of negative repercussions along with gradual enlargement of duties. To promote the experimentation among the employees, the management should conduct brain storming sessions which will generate new and innovative ideas and also collaboration among employees.
- 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 employees. 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 at the grass root level.

DIRECTIONS FOR FUTURE RESEARCH

This study is confined only to the Higher Education in Indore and further research can be done on organization culture pertaining to various industries as their nature of business and operations vary from one industry to another industry. Further the researcher has focused only on OCTAPACE dimensions of organization culture, so new dimensions can be identified in this area as the complexity of business operations is increasing day by day so is the change in behaviour of employees. To remain competitive during the period of accelerating change, organization will have to continuously pay attention to organization culture; in this context, there arises a scope for further research in the area.

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