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**MEASURE OF OCTAPACE CULTURE ON JUNIOR LEADERS IN THE ARMY: A STATISTICAL PERSPECTIVE**

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**ABSTRACT**

The Indian Army has evolved to its current form during the last 6 decades of independent India. Factors contributing to this evolution are intent and modus operandi of our Adversaries, Technology, demographic issues, and finally the Human Resource Management. It is prudent that impact of Organisation Culture on related HR issues in the Army be periodically measured or tested. This would ensure the senior leadership gets a truthful evaluation of contemporary situation and evolve framework and policies akin to the need of the day. This paper focuses on one such tool "OCTAPACE" duly adapted to assess the Organisation Culture of the Army at the Functional level. Army nurtures three distinct attributes during the formative years; **Firstly Team Work and Leadership; Secondly, Initiative; Thirdly, Degree of Autonomy.** The eight dimensions of OCTAPACE have been grouped as these three factors and analysed. A descriptive research design was undertaken using the standard OCTAPACE questionnaire. Analysis of the responses from 55 Junior Leaders of the army, using statistical tools indicate that the over all OCTAPACE score is 112.34 on a max of 130. The results show that the unilaterally excellent OCTAPACE Culture. Openness and Trust are complementing each other. The correlations between confrontation and collaboration indicate that Team Work is constantly nurtured. Values of Authenticity are not encouraging though this a key component of Team Work. Initiative at junior leadership level has been confirmed by high mean values and high correlation of Proaction and experimentation. Certain know facts on restricted degree of autonomy, requires a relook by the Army. Next, downward trend of authenticity at Junior Level requires immediate attention. The role of junior leadership in the overall organisational effectiveness is crucial and the need to create the required environment for OCTAPACE culture.

**KEYWORDS**

team work, initiative, autonomy, OCTAPACE, army organisation culture.

**1. INTRODUCTION**

 rganization culture starts up with a decorum adopted by its stakeholders in form of sharing information, behaviours, values & interests. This provides the team with the clarity of the way things are done around them in their setup; This aspect is a common understanding between employees regarding their organization.

Culture in an organization differs with the hierarchy. Predominantly the culture which is shared & accepted by the majority of the organizations members, at the micro level it could reflect the common problems & situations faced by every member in the organization within his own group or department.

A study of organizational culture is relevant. OCTAPACE profiling is used to shortlist such factors in government organisation too. Similar study for the Indian Army is essential to gauge the internal dynamics at functional, directional and conceptual levels.

**OBJECTIVE**

The virtues of team work, initiatives and autonomy are key factors to achieve combat effectiveness. Mapping them with the time tested parameters of the OCTAPACE technique as propagated by Pareek would be the basic template for the army.

The next objective would be to identify how well the OCTAPACE template can be used to measure the Organisation culture of an institution as the Army. This is a necessity as army is non profit organisation, issues related to exodus of its soldiers are non existant, there is no retrenchment, lastly, it is an organisation which cannot fail when called upon to deliver both in peace and in war.

**2. LITERATURE REVIEW**

Appropriate literature review was undertaken to answer our objectives. We have used key words like **Team Work, Initiative, Autonomy, OCTAPACE**, to search literature.

We have adopted the principle of inclusion/exclusion based on review of abstracts. However, no single study reflected on the Indian Army and Organisation Climate of Indian Army. The work force in the army is primarily human, thus measure of OCTAPACE CULTURE assumes importance.

Organizational culture (Peters & Waterman,1982) defines it as a sequence evolution of of beliefs, rituals, symbols, and myths, with the aim of reducing human variability and control. In addition, to influence employee behaviour in organization.

Organizational culture (Subrahmanian,2012) in addition to ethics, values and beliefs, factors such as attitudes, norms, ethos, climate, environment, and culture do have an impact.

According to Pareek (Pareek,U,1996), root of a culture, has a three level concept ; at first level is "values" which give a unique identity and pivots the ethos of a group. He defines ethos as "Underlying spirit of character or group and is the root of culture". At the second is "climate", which is (Pareek,U,1996) the perceived characteristics of members and their organisation. "Atmosphere", is the third level these are factors which affect the growth and progression of an organisation. The (Pareek,U,1996) eight dimensions of OCTAPACE culture are Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration, and Experimentation. Any organisation scoring high on the OCTAPACE values have a greater chance of success. This is due to the cohesive, homogeneous and conducive conditions for team effort.

A study (Feza, T. A and Sharma,2007) comparing the organizational culture of IT and Banking sectors in India using OCTAPACE reveals that the mean score of IT companies on "Openness", "Proaction", and "Experimentation" were high, where as in the banking sectors other dimensions excelled. It is also concluded that similar industry has displayed similar cultural values.

Implementation of OCTAPACE Culture enhances the company performance level, this has been proven by successful TPM initiative undertaken (Srivastav, S.K and Srivastava, P 2004).

A review paper (Farokhi, Murty 2014) homes on to Organisational Context, Organisation Structure, Relationship between superior and subordinates, Physical environment and Values and Norms and suggests that following techniques may be helpful in improving the organisational climate: (i) Open Communication, (ii) Concern for People, (iii) Participative Decision-making (iv) Change in Policies: (v) Technological Changes

S.A. Mufeed and S.N.Rafai, in their study related to the Tourism Sector reveal that high organization dynamics and effectiveness manifest itself as high OCTAPACE profile.



Another study (S Jain, N Mehta and V Bagai, 2014) on an Indian Nationalized Bank using OCTAPACE survey analysed that ethos fosters honesty and trust, it replenish member's energy, build collective strength and develop emotionally intelligent culture, this must be encouraged. Thus, a positive workplace atmosphere deriving out of the unique culture is worth developing, as it becomes the foundation of true organizational success.

**3. RESEARCH GAPS IDENTIFIED**

Similar study on the Army organisation culture has not been reviewed. The Table 1 below maps the essential factors that promotes effective junior leaders and also identifies their priority. These are Team Work; Initiative and Autonomy. Based on these guidelines OCTAPACE measure has been undertaken.

**TABLE 1: OCTAPACE MAPPING FOR THE ARMY**

Corporate	OCTAPACE MAPPING		Army
	Meaning	Outcome	
Openness	Freedom to communicate, share and interact without hesitation. Receiving feedback from customers and giving ideas and suggestions to team members.	Greater clarity of objectives and free interaction among people. Frank & candid performance feedback. Openness will manifest as productive meetings & participative decision making. All inclusive contribution towards selection and maintenance of goals.	Courage of Conviction Expression Moral Courage  <b>Promotes: Team Work</b>
Confrontation	Raising up to the challenges and not bypassing it. Also implies intrapersonal Problems	Reduced ambiguity, self involvement & eagerness to resolve problems especially with 'difficult' employees. There will be willingness of stakeholders for a dialogues on sensitive issues. Outcomes, are guided by periodical discussions firm actions and not procrastinating awkward matters Facing a problem and Jointly resolving seeking clarity.	<b>Promotes: Team Work</b>
Trust	The etiquette of discreetness in handling of information shared by others and company.	Faith, esprit de corps & camaraderie Reduction of paper work, empowerment and improved performance index	Dependability
Authenticity	The ability to convey as per ones conscience. Accepting ones faults	No inhibitions "Open Book" approach & Avoiding clutter in communication.	Camaraderie <b>Promotes: Team Work</b>
Pro action	Taking initiative, Preparation for contingencies	Readiness to embark on bold new ventures or immediate concerns.	<b>Promotes: Initiative</b>
Autonomy	The liberty to act within ones domain, area of influence	Being free from the control of superiors. Ownership of ones decisions	Delegation
Collaboration	Mutual support to team members	Synergy, positivity & assured success.	<b>Promotes: Team Work</b>
Experimentation	"Out of the Box" Solutions; Creativity	Path-breaki ng methods; Pioneering efforts to problem solving	Innovativeness <b>Promotes: Initiative</b>

Openness is the start point for **Team Work** which is fuelled by effective Confrontation, Authenticity and Collaboration ultimately leading to Trust / Dependability. This virtue is essential in junior leadership. (Greater Trust implies Greater Dependability). Next factor is Initiative, Pro Action and Experimentation promotes Initiative. The last factor is Autonomy.

Independent survey of such details has been undertaken to identify the degree of job satisfaction and its contribution towards combat performance at functional level.

**4. OBJECTIVES FOR THE STUDY**

1. To measure the organizational culture of the Army at junior leadership level
2. To identify the perceptions of junior officers with regards to OCTAPACE culture at functional level.
3. To analyze the relationship among OCTAPACE dimensions to promote effective junior leadership.

**5. HYPOTHESIS**

**Null Hypothesis (Ho) :-** The mean values of Octapace variable equate with each other ie  $\mu_1=2\mu=3\mu=4\mu=5\mu=6\mu=7\mu=8\mu$

All components of Octapace hold equal Importance in an Organization

Where  $\mu_1$ =Mean of openness;  $\mu_2$ = Mean of Confrontation;  $\mu_3$ = Mean of Trust;  $\mu_4$ = Mean of Authenticity;  $\mu_5$ =Mean Pro-Autonomy;  $\mu_6$ =Mean of Autonomy;  $\mu_7$ =Mean of Collaboration;  $\mu_8$ =Mean of Experimentation.

**Alternate Hypothesis (H1) :-** The mean values of Octapace variables do not equate with each other.  $\mu_1 \neq \mu_2 \neq \mu_3 \neq \mu_4 \neq \mu_5 \neq \mu_6 \neq \mu_7 \neq \mu_8$

**6. RESEARCH DESIGN**

Research Design is discussed in the succeeding paragraph.

**RESPONDENTS:** The main source of primary data was Junior Officers of the Army (Rank of Captain & Majors below 8 Years of Service) on their perception / assessment of Organisation Culture.

**SAMPLES:** Random sampling technique has been used, where in we selected a group of subjects (a sample) for study from a larger group (a population).In the context of the subject, respondents were appropriately identified. To reduce the **non-response bias**, the team physically issued the questionnaire, held a cross dialogue and retrieved the necessary inputs from the respondents for primary data. In addition, conducting validation studies and other data quality control measures were considered as alternative to reduce inadvertent errors. **A Sample Size of 55 Army Officers was utilised.**

**METHOD OF INVESTIGATION:** Descriptive research was performed with the aim to ascertain and be able to explore the characteristics of variables to be focussed. This would enable us to arrive at new insights into the culture, and build a comprehensive picture of organizational culture affecting effectiveness of junior leadership. Based on the experiences of Young Officers of the Army, In the context of the subject, respondents were appropriately identified maintaining randomness. The data have been analyzed using "SPSS" Version 19.0.

**INSTRUMENT USED :** The instrument designed by Udai k. Pareek has been used in this study. This 40-item instrument that gives the profile of organization's ethos on the following values: Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation.

**QUESTIONNAIRE DESIGN:** The questionnaire uses four point rating scale is divided into two parts. In part I, includes questions 1 to 24 (three statements of each of the eight values), rating on a four point scale indicates the respondants perception of his organisation. Similarly, Part 2 contains sixteen statements on beliefs, two each for eight values.

7. DATA COLLATION, ANALYSIS AND FINDINGS

RELIABILITY STATISTICS

Table 2 below gives the measure of internal consistency & reliability Cronbach's Alpha value of 0.870 indicates highly levels of data consistency & reliability.

TABLE 2: RELIABILITY STATISTICS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.870	.859	8

DESCRIPTIVE STATISTICS

Refer Table 3 below Grouping based on Army prioritised three Factors the OCTAPACE dimensions is analysed as follows:

TABLE 3: DESCRIPTIVE STATISTICS

	N	Range	Min	Max	Sum	Mean	Std. Dev	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Openness	55	14	6	20	771	14.02	3.739	-.447	.322
Confrontation	55	9	10	19	842	15.31	2.755	-.429	.322
Trust	55	8	9	17	764	13.89	2.386	-.545	.322
Authenticity	55	9	6	15	642	11.67	1.906	-.893	.322
Pro Action	55	10	10	20	895	16.27	2.745	-.726	.322
Autonomy	55	8	8	16	680	12.36	2.076	-.212	.322
Collaboration	55	8	10	18	802	14.58	2.016	-.075	.322
Experimentation	55	10	9	19	799	14.53	2.918	-.328	.322
Valid N (listwise)	55								
<b>Respondents</b>	<b>Openness</b>	<b>Confrontation</b>	<b>Trust</b>	<b>Authenticity</b>	<b>Pro Action</b>	<b>Autonomy</b>	<b>Collaboration</b>	<b>Experimentation</b>	<b>Total</b>
Low	13	10	10	10	12	11	13	11	90
High	17	16	16	14	18	16	17	16	130
RANGE	4	6	6	4	6	5	4	5	
Excellent	16-17	14.5-16	14.5-16	13-14	16.5-18	14.75-16	16-17	14.75-16	
Very Good	15-16	13-14.5	13-14.5	12-13	15-16.5	13.5-14.75	15-16	13.5-14.75	
Good	14-15	11.5-13	11.5-13	11-12	13.5-15	12.25-13.5	14-15	12.25-13.5	
Satisfactory	13-14	10-11.5	10-11.5	10-11	12-13.5	11-12.25	13-14	11-12.25	
Below Satisfactory	<13	<10	<10	<10	<12	<11	<13	<11	
Max	20	19	17	15	20	16	18	19	
Min	6	10	9	6	10	8	10	9	
<b>Mean</b>	<b>14.018</b>	<b>15.309</b>	<b>13.891</b>	<b>11.673</b>	<b>16.273</b>	<b>12.364</b>	<b>14.582</b>	<b>14.527</b>	<b>112.636</b>
Sd	3.739	2.755	2.386	1.906	2.745	2.076	2.016	2.918	
<b>Grading</b>	<b>Good</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Very Good</b>	<b>Good</b>	<b>Good</b>	<b>Very Good</b>	

The Null Hypothesis (Ho) fails in The mean values of Octapace variable Do Not equate with each other.

**Team Work** : The contributors are:

Openness in the organization is at low level this shows that junior officers do not have the freedom to communicate within the Army.

Confrontation is closer to the higher norms which specify that junior leaders face their challenges and have clarity in resolving issues.

Trust among the peer group and subordinates is at the highest level which indicates greater level of mutual understanding and confidence between them.

Authenticity is in the lower level implies that junior leaders have limited delegation of work and responsibility.

Collaboration, mean scores indicates average level of assistance to each other in problem solving.

To summarise Openness, Authenticity & Collaboration are in the proximity of lower norms of the value, while Trust and Confrontation lean towards higher norms.

**Initiative**: The contributors are:

Higher level of Proaction depicts that readiness & initiative exists in the organization.

Experimentation is also at the higher level which represents that the junior leaders can invest on their innovative thoughts. Foster new ideas and processes which is essential in combat environment

**Autonomy**: Autonomy is closer to lower norms, thus, limited freedom is given to take decisions. Implying limited autonomy may be due to focus is on battle drills and need for implicit obedience.

**In addition to the above a vital observation relates to low scores in Authenticity and Autonomy.**

**Correlation Analysis**: To find out the relationship between the OCTAPACE dimensions

TABLE 4: CORRELATION ANALYSIS

Inter-Item Correlation Matrix								
	Openness	Confrontation	Trust	Authenticity	Pro Action	Autonomy	Collaboration	Experimentation
Openness	1.000	.704	.762	.183	.535	.631	.534	.722
Confrontation	<b>.704</b>	1.000	.755	.228	.721	.255	.661	.629
Trust	<b>.762</b>	<b>.755</b>	1.000	.310	.542	.195	.633	.546
Authenticity	.183	.228	.310	1.000	.042	.101	-.022	.068
Pro Action	.535	<b>.721</b>	.542	.042	1.000	.018	.617	.648
Autonomy	<b>.631</b>	.255	.195	.101	.018	1.000	.210	.322
Collaboration	.534	<b>.661</b>	<b>.633</b>	-.022	<b>.617</b>	.210	1.000	.580
Experimentation	<b>.722</b>	<b>.629</b>	.546	<b>.068</b>	<b>.648</b>	.322	.580	1.000

Data in table4 above enables us to analyse the degree of correlation and the relationship between the dimensions of OCTAPACE

**Between Team Work factors**

Correlations between Openness & Trust (r=0.762), Openness & Confrontation (r=0.704), Openness & Collaboration (r=0.534) while **Openness & Authenticity (r=0.183)**

Correlations between Trust & Confrontation (r=0.755), Trust & Collaboration (r=0.633) while **Trust & Authenticity(r=0.310)**

Correlation between **Confrontation & Authenticity (r=0.228)**, Confrontation & Collaboration (r=0.661)

Correlation between **Authenticity & Collaboration (r= -0.022)**

**Between Initiative Factors**

Correlations between Proaction & Experimentation (r=0.648) Proaction & Openness (r=0.535), Proaction & Trust (r=0.542), and Experimentation & Openness (r=0.722), Experimentation & Trust (r=0.546)

**Degree of Autonomy with others**

Correlations between Autonomy & Openness ( $r=0.631$ ), Autonomy & Trust ( $r=0.195$ ), Autonomy & ProAction ( $r=0.018$ ), Autonomy & Experimentation ( $r=0.322$ )

**8. SUMMARY & IMPLICATIONS**

The results of correlation indicate majority of the factors are highly correlated to each other. Negative correlation exists between Authenticity & Collaboration ( $r=-0.022$ )

Trust and Openness ( $r=0.762$ ) are positively correlated to each other which indicates that the Junior Leaders confide in each other.

The high correlation between Confrontation and Experimentation ( $r=0.629$ ) conveys that junior leaders are creative and take new steps in facing challenges and solving problem.

Correlation of Proaction and Experimentation  $r=0.648$  is reassuring that Junior leaders in the army do take initiatives, induce fresh ideas and pioneer methods in mission accomplishment.

**9. RECOMMENDATIONS**

From the findings it is evident that in the context of the requirement of the army and the opportunity for Junior leaders to perform, OCTAPACE CULTURE measures well. Issues which require attention are:

1. Team work factors. Amongst team work factors Authenticity scores are at the lowest level, as it is the convergence between what one feels, says and does. There exist inhibitions "to own up one's mistakes and sharing of feelings". This issue has to be addressed.
2. Autonomy is the next aspect. Freedom to plan and execute beyond one's own area of influence seems to be restricted. Information on Need to Know basis limited delegation at Junior leadership level must require a relook and clean demarcation between operation / combat conditions and peace time/ training requirements. In Peace, implementing would encompass develops willingness to take responsibility; mentoring for succession planning. The indicators are effective delegation of work and limited or minimal references of existing approved plans in peace conditions. Autonomy at functional level is essential to sustain progressiveness. While, Combat conditions will require a different set of yard stick.

**10. CONCLUSIONS**

Team work, Initiative and Autonomy together has the synergic effect for successful combat mission. Based on the need, equi-participation of all combatants must be welcomed. "Selection and Maintenance of Aim" a primary principle of the armed forces must always be the focal point. Traditional leadership in the Armed forces has a tendency to propagate "Need to Know/Involvement Basis" approach on all matters.

**11. LIMITATIONS OF THE STUDY & WAY AHEAD**

This is a review and analysis of survey conducted in-house with Junior leaders, Similar options with middle level and senior level Officers of the army must be undertaken. Subsequently, the combat arms and Services have to be assessed. The components considered are not comprehensive enough to come to a conclusion.

Reviewing OCTAPACE culture periodically requires a sagacious mind and judgment. There are no mathematical formula used to determine the outcome and no standard measures can be applied. While we assess the components singularly to identify any dynamism, we need to view them as a complete package when arriving at conclusions.

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