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Understanding of OCTAPACE Culture Variables and High Performance HRD Climate for Perceived Financial Performance of the Indian Steel Industries

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ABSTRACT

During the post globalization period of Indian economy, the scenario of the corporate sector has changed dramatically because of GST and other measure economic reforms of the govt. of India. Hence, it is forced to the multinational corporations bring international best practices in human resource management for enrich its OCTAPACE culture for high Performance HRD Climate with perceived better financial growth. Now, after more than two and a half decades of promoting a competitive environment in the economy, it is also important to measure how much organizations have become competent to harness high Performance HRD climate for their best talent which is direct link to the real financial performance of the company. And in order to Understanding of OCTAPACE Culture Variables for enrich high Performance HRD Climate and Better Financial Performance of the Indian Steel Industries, an empirical investigation is most recommended. The paper opted for an exploratory study using the standard universal questionnaire with help of academicians, Industry Expert and view of the financial expert group. The data were collected by the directly employees of the organization using quota and judgmental sampling among the group to measure the OCTAPACE Culture. Further, we have used correlation for measure the positive relation do exist among the components of OCTAPACE culture followed by ratio analysis. Also, this paper provides empirical insights about how change is brought about during internal culture of the organization. In the same line, it has been proved that OCTAPACE culture of the organization is the one of the important parameters for high performance HRD climate which links to the financial growth of the steel industries in India.

Keywords: OCTAPACE culture variables, High Performance HRD Climate, Firm Financial Performance, Z Test, Correlation, Current ratio analysis.

1. INTRODUCTION

Organizational climate conducive to development of human potential would have the following 'culture' elements as per Rao (1990) and Pareek (1997);

- Employees are action-oriented, willing to take the initiative and show high degree of proactivity. (Proactivity)
- Employees feel free to express their ideas. (Openness)
- Employees collaborate with each other and have a feeling of belonging to the same family and working for a common cause. (Collaboration)
- Employees face the problems and issues separately without hiding them or avoiding them for fear of hurting each other. (Confrontation)
- Employees, departments and groups trust each other and can be relied upon to 'do' whatever they say they will. (Trust and Authenticity)
- Employees have some freedom to act independently within the boundaries imposed by their role/job. (Autonomy)
- The organization is willing to take risks and experiment with new ideas and new ways of doing things. (Experimenting)
- Employees are continuously helped to acquire new competencies through a process of performance planning, feedback, training, periodic review of performance and assessment of the developmental needs and creation of development opportunities through training, job-rotation, responsibility redefinition and other similar mechanisms. (General Development Climate).

Efforts of Pareek and Rao have been aimed at facilitating transition to this OCTAPACE culture in a number of Indian organizations which can help for sub-systems mature i.e. Performance Appraisal, Training, Organization Development, Feedback and counseling. Potential Appraisal and Development, Career Development, Job Rotation, Rewards, Employee Welfare and Quality of work life and Human Resource information. It can help to enrich all the variables of the HRD climate which push the financial growth of the organization. The below figure say that how all the components having positive relationship with each others for organizational effectiveness in terms of financial growth of the company (S. K. Singh, 2008)

1.1. HRD Climate and Culture

The culture of the organization determines what the organization ought to be and look like, how it should deal with its external and internal environment, how to manage and integrate its internal subsystems and their inter-relationship and what kind of an image it should project to the external environment. Cultural elements and their relationship create a pattern that is distinct to an organization.

1.2. The OCTAPACE Culture

Human resource development deals with competence building, culture building and commitment building. Competence and commitment can be built on a continuous basis in a certain type of culture. If the milieu

is good, a number of things can happen. Hence creating a culture becomes important in any organization. The HRD culture should have the following characteristics:

- It should facilitate the identification of new competencies of people (individuals, dyads and teams) on a continuous basis.
- It should have in-built motivational value. In other words, it should have a self-sustaining motivational quality. People are committed to what they do and they need not be told to act.
- Such a culture has been termed as OCTAPACE, which is an acronym for openness, collaboration, trust and trustworthiness, authenticity, proaction, autonomy, confrontation and experimentation.

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. They are encouraged to express their views and feelings and are heard. Their views are taken seriously. Such expressions provide an opportunity for individuals to explore their own talents.

Collaboration is the culture where people (individuals, 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 large goals. Personal power is played down and people are inspired by larger goals like the goals of the organization, country and humanity.

Trust and trustworthiness 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. In such a culture, both trust and trustworthiness are of the highest order. To create a culture of mutual trust, a culture of trustworthiness is essential. If every individual becomes trustworthy, trust automatically follows.

Authenticity is speaking the truth fearlessly and keeping up the promises made. It is indicated by the extent to which they say and do what they say. In a way, it is of a higher order than trust and trustworthiness.

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 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. The greater the freedom means the higher the autonomy which bringing greater academic excellence.

Confrontation is the culture of facing issues squarely. People discuss issues with very little fear 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.

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.

Openness and confrontation go together. Autonomy and collaboration go together. Trust and authenticity go together. Proaction and experimentation go together. Thus, these four pairs are the four corner stone's of HRD culture.

When these values are practiced in an organization, they become a part of life and are likely to get the best out of people. Human potential gets developed to the maximum extent and people competencies are utilized to the maximum.

2. A THEORETICAL ANALYSIS THROUGH THE REVIEW OF LITERATURE

The real development of the modern companies would possible when the company imposes the smart innovative systems and strategies which link to excellence of people. This excellence will come by the right way of HRD intervention for enrich of OCTAPACE Culture through on the training and off the training for attitudinal change as well as skill development. In the same line, it will help for increase core competency building and cultural change of positive empowerment of the people who works for the company. In this context, we may say that over the discussion the real sense of organizational development would depend especially the two important components like;

- Hard Technology i.e. Engineering Technology, physical structures, computers and modern machineries.
- Soft Technology i.e. Human Interactive Process, motivational techniques, participative management and planning process feedback.

With the process of human transformation and societal consideration trough reconciliation of one's needs to perform within the organizational culture (S.K. Singh, 2008).

In this context, as stated by (Dash & Mahapatra, 2016) that effective skills development systems which connect education to technical training, technical training to labor market entry and labor market entry to workplace and lifelong learning can help employees to sustain productivity growth and translate that growth into more and better job opportunities in the new economic era which can enrich the employer branding with the right sense of OCTAPACE culture. In this regard as stated (Subrahmanian & Head, 2012) that the adequate opportunities for the employees to enhance potentiality. Also he suggested to the top management to give freedom for employees who make subordinates down hierarchy to participate in decisional machining process of the company and it will create belongingness towards job.

As stated by (A.K. Singh, 2010) that the organization will likely to perish if they will not changes its all the workplace strategies rapidly with the changes of external business environment. To meet challenges, an organization must create and assimilate new knowledge at increasing pace. So that it will sustainable enrich of the organizational culture which is the key role for progressing organizational process. Further he suggested that three important components construct culture of the organization i.e. openness, proaction and experimentation which tend to provide sense of judgment, job involvement and positive thinking which are directly link to the production of the company.

In the same line, (Lather, A.S. et. al., 2010) conducted a study to identify the level of OCTAPACE culture between the two manufacturing units and also the study attempts to uncover the culture of the organization. The findings reflected that the employees do not differentiate in the perception of organizational culture in terms of their positions occupied in the organization. This indicates that the organizations under study have their own unified work culture, which is so strong that people do perceive uniformly irrespective of their positions in the organization. Also (Sinha, A. & Arora, B., 2012) briefly discussed how organizational culture is fit for the business excellency. The researchers have taken above objectives and found that there is strong relationship do exist between the parameters and further suggested that Processes critical to any organization must be identified and then due emphasis laid on them. Here due emphasis does not only imply management commitment but also the commitment of employees towards these processes. In this context, it has been stated by the Katou, A. A., (2009) in his research article, the impact of human resource development on organizational performance: Test of a causal model and found that the impact of HRD on organizational performance is positive and serially mediated through skills, attitudes and behaviour, and moderated by resourcing, organizational context and other contingencies. Also the research suggest that the followings basic causal pathway can help to the organization for development such as; Resourcing → Development → Skills → Attitudes → Behaviour → Performance. This objective further justified by saying that HRM policies and/or HRM systems directly or indirectly enhance business performance (Katou & Budhwar, 2006). In the same line, (Harel and Tzafrir, 1999; Holloway et. al., 1995; Miller and Lee, 2001) stated that three regularly recurring themes of debate in SME performance research are: (1) the choice between either operational (e.g. productivity, employee turnover) or financial performance (e.g. sales amount per employee, shareholder value) measures (2) the advantages and drawbacks of static versus dynamic measures and (3) the context-sensitivity of the most frequently used financial performance indicators.

3. RESEARCH DESIGN

The main purpose of this study is to provide material that will help forward thinking pragmatic managers to tackle their organizational culture for better high performance HRD climate which link to financial performance of the company in present Indian scenario. However, the objectives of the study are:

1. To assess the organizational climate of the company, especially OCTAPACE culture.
2. To find out the High Performance HRD climate of the organizations.
3. To find out the correlation among components of the OCTAPACE culture and how it is perceived to financial gain to the company.

3.1. Selected Case of Sample Organizations

The selected cases of sample organizations that have been taken for undertaking the present study are spread over one distinct sector i.e. steel Industries in India. For the selection of the steel industries judgmental sampling process has been adopted to find out the right group within the same population with having almost all the strategies are same for good organizational climate.

3.2. Research Hypotheses

Based on extensive review of literature and the research objectives, four null hypotheses (H01 to H04) were framed. Hence the hypotheses were developed to measure the overall difference in perceptions of

various groups of employees and their perception for OCTAPACE culture and its effectiveness for financial performance of the companies. The null hypotheses considered for the study are as follows;

H01: Significant differences do not exist in the perception of employees regarding different attributes of OCTAPACE culture in Indian scenario among employees of different hierarchical levels.

H02: Significant differences do not exist in the perception of employees regarding different attributes of OCTAPACE culture in Indian scenario among employees of different age levels.

H03: Significant differences do not exist in the perception of employees regarding different attributes of OCTAPACE culture in Indian scenario among employees of different *functional groups*.

H04: There is no correlation exist among the OCTAPACE culture components.

H05: There is no connection between Organizational culture and financial performance of the firms.

3.3. Research Instrument for OCTAPACE Profile

The research instrument used in the present study is a quantitative questionnaire and it is so because primary data are going to be the base of the analysis here. In this context, we briefly discussed with few select executives of reputed organizations and university level academicians for selected the right questionnaire. As per advice, we have used the standard questionnaire designed by T.V.Rao and Udai Pareek for mapping OCTAPACE culture. The questionnaire used in the present study is having two sections which include a total of 40 questions in part I, values are stated in items 1 to 24 (three statements each of the eight values), and the respondent is required to check (on a 4-point scale) how much each item is valued in his organization. Part 2 contains sixteen statements on beliefs, two each for eight values, and the respondent checks (on a 4-point scale) how widely each of them is shared in the organization.

3.4. Scoring

To make scoring easier, an answer sheet is provided. From the key (appended), the items marked with an asterisk are first reversed so that 4 becomes 1, 3 becomes 2, 2 becomes 3 and 1 becomes 4. This makes all items unidirectional. The rows are then added. The eight rows represent the eight aspects (OCTAPACE) in the same order. The scores on each aspect range from 5 to 20. In a group, participants can themselves score their completed answer sheets.

Openness	: 1, 9, 17, 25*, 33
Confrontation	: 2, 10, 18, 26*, 34
Trust	: 3, 11, 19, 27, 35*
Authenticity	: 4, 12*, 20, 28*, 36
Proaction	: 5, 13, 21, 29, 37
Autonomy	: 6, 14*, 22*, 30*, 38
Collaboration	: 7, 15, 23*, 31*, 39
Experimentation	: 8, 16, 24, 32, 40*

3.5. Pilot Study

For the purpose of verifying content validity, the preliminary questionnaire was pre-tested through a pilot study. During this study a total of 60 respondents were taken into account working in different steel industries of different departments. Based on the opinion and response of the respondents relevant changes in the parameters of the questionnaire were incorporated.

3.6. Reliability Analysis

Cronbach's alpha developed by Lee Cronbach in 1951 is the most common form of internal consistency reliability coefficient. Alpha equals zero when the true score is not measured at all and there is only an error component. Alpha equals 1.0 when all items measure only the true score and there is no error component. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. Some professionals as a rule of thumb, require a reliability of 0.70 or higher (obtained on a substantial sample) before they will use an instrument. By convention, a lenient cut-off of 0.6 is acceptable in exploratory research (Nunnally, 1978). The calculation of Cronbach's alpha resulted a value of 0.62 for the data collected through the pilot study which is higher than the lenient cut-off of 0.6. Further, it was planned to implement this tool for the main study in order to measure the reliability and internal consistency of the data.

3.7. Interview Design

The field survey was conducted over a period of six months where face to face personal interviews were conducted to obtain the required information from the respondents' respective industries. Choosing the method of personal interview for data collection during the survey has enabled the interviewer not only to screen the eligibility of the respondents but also to assist the respondents when they find difficulty in understanding any of the questions in the questionnaire. However, around 20% of the total number of interviews were forced to be conducted telephonically or by mailed questionnaire method since some of the senior level employees contacted were so busy that they denied to give time for face to face personal interview and in order to increase the generalizations of the study it was essential to include them in the main study.

3.8. The Target Population

The target population should be defined in terms of elements, sampling units, extent and time. An element stands for the object about which or from which the information is desired. In survey research like the present one, the element is usually the respondent. A sampling unit is defined as an element, or a unit containing the element, that is available for selection at some stage of the sampling process.

Table 3.1
The Target Population

<i>Elements</i>	<i>Workers of the Indian steel Industries</i>
Sampling Units:	Full Time Employees
Extent:	Only steel Industries

Source: Researchers' Distillation.

3.9. The Sample Frame

A sampling frame is a representative of the elements of the target population. It consists of a list or set of directions for identifying the target population. Often it is possible to compile or obtain a list of population elements, but the list may omit some elements of the population or include other elements that do not belong. Therefore, the use of a list will lead to sampling frame error. However, in most cases, the researcher should recognize and treat the sampling frame error.

In the present study the sampling frame error has been completely avoided by screening the respondents in the data-collection phase with respect to their employment characteristics i.e. any respondent is required to be a full time/regular (not contractual) employee of Steel industries Plant in order to get included in the sample.

3.10. The Sampling Technique

The sampling technique chosen for the present study is quota sampling which is a stratified cum purposive or judgment sampling and thus enjoys the benefits of both. It aims at making the best use of stratification. Here, the first stage consists of developing control categories, or quotas, of population elements. The quotas are assigned so that the proportion of the sample elements possessing the control characteristics is the same as the proportion of population elements with these characteristics. On the basis of the nature of the present study, the following relevant control characteristics were taken in to consideration and the elements were selected to fit these categories: hierarchical levels, age, gender and functional group. The control characteristics are the variables which are used to divide the population in-to categories. Keeping in mind the homogeneity, heterogeneity, relatedness and cost, the above control characteristics were taken in-to consideration for the present study.

3.11. The Sample Size

The number of elements to be included in the study is called the sample size. The following table gives an idea about the sample sizes used in research studies.

Table 3.2
Sample Sizes Used in Research Studies

<i>Type of Study</i>	<i>Minimum Size</i>
Problem Identification Research	500
Problem Solving Research	200

Source: Marketing Research: An Applied Orientation by Naresh K. Malhotra, Fourth Edition, Pearson Press.

Keeping in view the following factors; nature of the research (problem of identification), number of variables and nature of analysis like how to OCTAPACE culture perceived to financial performance of the company.

A sample size of 500 had been planned for the present study. On the basis of their proportional strengths in the aggregate population the sample sizes in each category were decided. It has been ensured that more than 30 respondents were covered in each group, in order to study individuals and group scores.

3.12. Execution of Sampling Process

A detailed specification of how the sampling design decisions with respect to the population, sampling frame, sampling unit, sampling technique, and sample size are to be implemented is required for execution of the sampling process.

The following are the screening criteria for selecting the employees of the different organizations to be included in the sample;

1. Should be a full time/regular employee of the organization (should not have been appointed on deputation).
2. Should be more than 21 Years of age.
3. Should not have crossed the age of retirement as per the rules of the organization.
4. Should not be working/have worked ever in the HRM/HRD/Personnel/PR department of the organization in which he/she is working presently or has worked earlier.
5. Should not have taken a leave of more than three months in one go during the last one year.

The initial three criteria were taken in order to ensure the characteristics of the sample as defined previous sections, while the last three criteria were taken in-to consideration just to avoid any bias in the information to be provided.

3.13. Sources of Data

In the present study, both primary and secondary sources of data collection have been used. Questionnaire survey was conducted in the present study to collect data regarding perception of existing employees with respect to the OCTAPACE culture attributes of the organizations in which they were working. Secondary data from the sources of company records, archives, various survey results from magazines, journals etc. such as best employer survey, secondary data in respect of existing practices of recruitment, executive development and successions planning etc. were followed.

3.14. Pattern of Analysis

The computation of certain measures along with searching for patterns of relationship that exist among data groups is called analysis. For statistical analysis of the results, various descriptive statistics like measures of central tendency and measures of dispersion Calculations of descriptive statistics and testing of hypothesis has been done using MS Excel. Therefore in the present study, a proper cleaning exercise is conducted in the beginning of the analysis. It included consistency checks and treatment of missing responses.

Data that are out of range, logically inconsistent, or have extreme values which are inadmissible and must be corrected are identified under consistency check. For identifying out-of-range values and the correct responses to be determined by going back to the edited and coded questionnaires MS Excel has been used.

We are mainly concerned with inferential or sampling statistics to deal estimation of population parameters. The important statistical measures that we use to summarize the survey/research data are;

- Measures of central tendency
- Measures of dispersion, skewness and kurtosis
- Measures of hypothesis testing

4. RESULTS AND DISCUSSIONS

First of all the demographic profile of the respondents has been presented in Table 4.1.

Table 4.1
Demographic Profile of Respondents (N = 256, OCTAPACE Profile)

<i>Stratification Variables</i>	<i>Category</i>	<i>Frequency</i>	<i>Percent</i>
Hierarchical Levels	Junior Management	96	38%
	Middle & Senior Management	160	63%
Length of Service	Less than 20 Years	108	42%
	More than 20 Years	148	58%
Age	Less than 45 Years	106	41%
	More than 45 Years	150	59%
Function	Engineering	148	58%
	Service	108	42%

Source: Primary Data.

4.1. Final Reliability Analysis

By convention, a lenient cut-off of 0.6 is acceptable in exploratory research. The data was tested for reliability and yielded a Cronbach alpha score ranging from 0.65 to 0.95 against pilot study result of 0.62.

The inter-item correlations are high; it is evident that the items are measuring the same underlying construct.

Table 4.2
Reliability Analysis: Chronbach's ALPHA

	<i>Chronbach's ALPHA</i>	<i>Inter-Item Correlation (Mean)</i>
Section I Belief & Value II Overall	0.855	0.751
Openness (5 Items)	0.672	0.528
Confrontation (5 Items)	0.615	0.513
Trust (5 Items)	0.715	0.615
Authenticity (5 Items)	0.965	0.826
Pro action (5 Items)	0.675	0.592
Autonomy (5 Items)	0.872	0.755
Confrontation (5 Items)	0.832	0.706
Experimentation (5 Items)	0.765	0.612

Source: Primary Data.

Table 4.3
Sensitivity of Cronbach's ALPHA to Exclusion of an Item (Cronbach Alpha = 0. 0.895)

<i>Excluded Item</i>	<i>Alpha</i>	<i>Excluded Item</i>	<i>Alpha</i>
1	0.845	22	0.844
2	0.844	23	0.843
3	0.843	24	0.846
4	0.839	25	0.847
5	0.846	26	0.845
6	0.847	27	0.869
7	0.845	28	0.866
8	0.844	29	0.857
9	0.847	30	0.848
10	0.846	31	0.844
11	0.847	32	0.845
12	0.849	33	0.864
13	0.848	34	0.862
14	0.849	35	0.848
15	0.863	36	0.845
16	0.848	37	0.845
17	0.866	38	0.847
18	0.846	39	0.847
19	0.861	40	0.866
20	0.853		
21	0.846		

Source: Primary Data.

The descriptive statistics which are calculated on interval or ratio data include the measures of location, variability and shape. Under the measures of locations, here the mean values which are considered the most superior of all are calculated. Range, variance and standard deviations were computed for studying the variability and in addition to measures of variability, measures of skewness were also computed i.e. skewness and kurtosis which are considered most useful for understanding the nature of the distribution. Subsequent to data cleaning and screening, descriptive analysis of the data was carried out. For the interval-scaled variables the descriptive statistics including minimum, maximum, means, range, standard deviation and variance were obtained. The skewness and kurtosis were calculated for assessing the normality of data. Any distribution is said to be normal when the values of skewness and kurtosis are equal to zero. Absolute values of univariate skewness indices greater than 3.0 seem to describe extremely skewed data sets and absolute values of the kurtosis index greater than 10.0 may suggest a problem. Of the 256 observed variables, none had skewness greater than 3.0. Also of the 256 observed variables, none had kurtosis index greater than 10.0. In a scale ranging from 0 to 4 representing 'Not Agree At All' to 'Strongly Agree', the means of perception ranged from 2.88 to 3.28 which imply that perception of the respondents is near about their expectations on most of the attributes. The scores were tightly packed around the mean (standard deviation ranging from 0.78. to 0.88), indicating that most of the respondents share similar perceptions. The data was also slightly skewed towards negative -0.88 to -0.10 and the kurtosis ranges from -1.18 to -0.11. For analyzing in the best

possible way, the mean scores of the Section we have been converted and ranked as per merit so that the influencing factors can easily be recognized (Table 4.5). The total mean of each item has been worked out using MS Excel package.

4.2. Overall Analysis of OCTAPACE Profile Data

The OCTAPACE profile scores in this study which are satisfactory have been achieved based on the tentative norms for the OCTAPACE profile (See Table 4.4). The details of the descriptive statistics are presented in Table 4.5.

Table 4.4
Tentative Norms for the OCTAPACE Profile

<i>S.No.</i>	<i>Values</i>	<i>Low</i>	<i>High</i>
1	Openness	13	17
2	Confrontation	13	17
3	Trust	13	17
4	Authenticity	10	14
5	Proaction	13	17
6	Autonomy	11	16
7	Collaboration	13	17
8	Experimenting	11	16

Source: Training Instruments in HRD & OD by Udai Pareek (2008).

The 40 statement OCTAPACE questionnaire helps us understand organization’s ethos on eight values. The mean score of each variable could theoretically range from 5 to 20. The data collected through the instrument have been compiled and presented in Table 4.5 Analysis of results reveals that the mean values of all the eight values i.e. Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation follows the norms of the OCTAPACE Profile. But, the analysis of the OCTAPACE Profile data based on individual mean values tells altogether a different story.

Table 4.5
OCTAPACE Profile Score

<i>OCTAPACE Dimensions</i>	<i>N</i>	<i>Range</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Percentage</i>	<i>Var.</i>	<i>Skewn.</i>	<i>Kurt.</i>	<i>Rank</i>
Openness	256	12	7	19	14.28	2.40	71.41	5.78	-0.55	-0.11	4
Confrontation	256	15	5	20	14.29	2.49	71.43	6.18	-0.39	0.37	3
Trust	256	13	7	20	14.38	2.04	71.88	4.16	-0.07	0.58	2
Authenticity	256	15	5	20	12.57	1.91	62.87	3.67	-0.11	1.19	7
Proaction	256	15	5	20	15.46	2.93	77.30	8.57	-0.69	0.42	1
Autonomy	256	10	8	18	12.49	1.66	62.44	2.74	0.05	0.01	8
Collaboration	256	10	9	19	13.82	1.82	69.08	3.32	0.02	0.08	6
Experimentation	256	14	5	19	13.90	2.19	69.49	4.81	-0.42	0.26	5

Source: Primary Data.

Analyzing “Openness” based on the individual mean values of its different dimensions within the group, it has been found that there is free interaction among employees, each respecting other’s feelings, competence and sense of judgment. There is free discussion and communication between seniors and subordinates. Further, there is free and frank communication between various levels which helps in solving problems. But, it has been found that significantly a higher number of employees believe that effective managers put a lid on their feelings.

Under “Confrontation” it has been found that employees always have a positive tendency to face and not shy away from problems. Facing challenges is inherent in the work situation and employees are found to believe that identifying problems is not enough, rather they should find the solution for them. But, there is a gap between these beliefs and actions as significantly a higher number of employees are found to pass the buck tactfully when there is an actual problem.

Looking at the “Trust” components, it has been discovered that employees offer moral support and help to employee and colleagues in crisis. There is interpersonal contact and support among people. Most of the employees do believe that trust begets (results in) trust. But, the survey results reveal that a significantly higher proportion of employees tend to rely on themselves when the chips are down which means that people cannot rely on others in times of crisis.

Studying “Authenticity”, the study establishes that there is minimum gap between what people say and do inside the organization which means there is congruity between feelings and expressed behavior. And people were found to owning up to mistakes. But, significantly higher numbers of employee believe that tactfulness, smartness and even a little manipulation are applied to get things done inside the organization. Even a significantly higher proportion of employees believe that telling a polite lie is preferable to telling the unpleasant truth.

Analyzing “Proaction” based on the individual mean values of its different dimensions within the group, it has been found that it is strongly believed inside the organization that prevention is better than cure. A stitch in time saves nine. But, a significantly higher number of employees found to believe that seniors do not encourage their subordinates to think about their development and take action. Even most of the employees believe that they do not consider both positive and negative aspects before taking action.

Under “Autonomy” it has been found that people are taking work and team spirit. And also the employees believe that a good way to motivate employees is to give them autonomy to plan their work. But, a significantly higher number of employees are deprived of close supervision. They are to first focus on obeying and checking with seniors rather than acting on their own. It is believed by them that freedom to employees breeds indiscipline.

Looking at the “Collaboration” components, it has been discovered that employees strongly believe in team-work and team-spirit. But, a significantly higher proportion of employees are focused on performing immediate tasks rather than being concerned about large organizational goals. And they also believe that usually, emphasis on team work dilutes individual accountability.

Studying “Experimentation”, the study establishes that the employees are trying out innovative ways of solving problems. Employees are encouraged to a fresh look at how things are done and also making genuine attempts to change behavior on the basis of feedback.

4.3. Analysis Across Hierarchical Levels: Testing of Hypothesis

H01: Significant differences do not exist in the perception of employees regarding different attributes of OCTAPACE culture in Indian scenario among employees of different hierarchical levels.

While comparing the OCTAPACE profile scores between the two groups (Table 4.6 & 4.7.), no significant difference has been observed in the organizational ethos. However, highest mean score on this account was obtained in the group of middle and senior positions for “Proaction” (i.e.15.46) and lowest in the group of junior positions for “Autonomy” (i.e.12.49).

Table 4.6

Large Sample Test of significance - Junior Management versus Middle & Senior Management Averages

S.No.	Dimensions	Mean_1	SD_1	N_1	Mean_2	SD_2	N_2	Difference	Z	95%
1	Openness	14.09375	2.500855	96	14.39375	2.344797	160	0.315455	-0.95101	No
2	Confrontation	14.30208	2.29929	96	14.275	2.598863	160	0.311903	0.086833	No
3	Trust	14.5	2.072375	96	14.3	2.02438	160	0.265236	0.754046	No
4	Authenticity	12.6875	2.02257	96	12.50625	1.849688	160	0.252974	0.716477	No
5	Proaction	15.53125	3.084607	96	15.41875	2.838353	160	0.386606	0.290994	No
6	Autonomy	12.46875	1.782684	96	12.5	1.582133	160	0.22079	-0.14154	No
7	Collaboration	13.69792	1.777756	96	13.8875	1.849656	160	0.233031	-0.81355	No
8	Experimentation	14	2.224268	96	13.8375	2.17732	160	0.284894	0.570388	No

Source: Primary Data.

Table 4.7

Analysis across Hierarchical Level

Hirarchical Levels --- >		ALL Level (N = 256)			Jr. Employees (N = 96)		Mid. & SR. Employees (N = 160)	
S.No.	OCTAPACE Dimensions	Mean	SD	Mean	SD	Mean	SD	
1	Openness	14.28		14.09	2.50	14.39	2.34	
2	Confrontation	14.29		14.30	2.30	14.28	2.60	
3	Trust	14.38		14.50	2.07	14.30	2.02	
4	Authenticity	12.57		12.69	2.02	12.51	1.85	
5	Proaction	15.46		15.53	3.08	15.42	2.84	
6	Autonomy	12.49		12.47	1.78	12.50	1.58	
7	Collaboration	13.82		13.70	1.78	13.89	1.85	
8	Experimentation	13.90		14.00	2.22	13.84	2.18	

Note: ‘*’ --> Significantly Lower@95% Level Compared with the other Group mean & ‘_’ --> Significantly Higher/Lower@95% Level from the All Level Score.

The above table represents details related to the hypothesis testing between the two group named Jr. Employees (N = 96) Mid. & SR. Employees (N = 160) is there any significance difference exist among the employees getting for the same population. In this context, It has been tested that there is no significance difference between the group related to the OCTAPACE culture of the steel industries which are very good shine for heavy steel industries in India. As per standard norm, all the components of the OCTAPACE

culture lying between the low and high. It means having lot of opportunities for further development for high performance HRD climate of the industries.

4.4. Analysis Across Age Groups: Testing of Hypothesis

H02: Significant differences do not exist in the perception of employees regarding different attributes of OCTAPACE culture in Indian scenario among employees of different age levels.

The analysis of OCTAPACE scores across the age groups, it has been revealed wide variation in the perception among two groups. While comparing the OCTAPACE profile score (Table 4.8) significant difference has been observed in the organizational ethos. The group of respondents of less than 45 years of age has scored highest for “Proaction” (i.e. 15.90) and the same group has also scored lowest for “Autonomy” (i.e. 12.42). As regards specific dimensions, significant difference has been observed in Confrontation, Trust and Proaction. From this survey, the first group (i.e. less than 45 years of age) emerged as comparatively more positive than the second group (i.e. more than 45 years of age) in almost all dimensions.

Table 4.8
Large Sample Test of Significance - Less than 45 years Age Versus more than 45 years Age Averages

S.No.	Dimensions	Mean_1	SD_1	N_1	Mean_2	SD_2	N_2	Difference	Z	95%
1	Openness	14.5	2.42703	106	14.12667	2.38366	150	0.305695	1.221261	No
2	Confrontation	14.70755	2.20375	106	13.98667	2.634278	150	0.303445	2.375653	Yes
3	Trust	14.68868	2.053398	106	14.15333	2.009162	150	0.258243	2.073034	Yes
4	Authenticity	12.75472	1.916402	106	12.44667	1.909133	150	0.242787	1.268807	No
5	Proaction	15.89623	2.858335	106	15.15333	2.946359	150	0.367355	2.022275	Yes
6	Autonomy	12.42453	1.777897	106	12.53333	1.570135	150	0.215071	-0.5059	No
7	Collaboration	13.98113	1.783422	106	13.7	1.845546	150	0.229592	1.224485	No
8	Experimentation	13.99057	2.201711	106	13.83333	2.190329	150	0.278774	0.564015	No

Table 4.9
Analysis across Age Groups

S.No.	OCTAPACE Dimensions	Age Groups --- >				
		ALL Level (N = 256)	< than 45 Yrs. (N = 106)	SD	> than 45 Yrs. (N = 150)	SD
1	Openness	14.28	14.50	2.43	14.13	2.38
2	Confrontation	14.29	14.71	2.20	13.99*	2.63
3	Trust	14.38	14.69	2.05	14.15*	2.01
4	Authenticity	12.57	12.75	1.92	12.45	1.91
5	Proaction	15.46	15.90	2.86	15.15*	2.95
6	Autonomy	12.49	12.42	1.78	12.53	1.57
7	Collaboration	13.82	13.98	1.78	13.70	1.85
8	Experimentation	13.90	13.99	2.20	13.83	2.19

Note: * --> Significantly Lower@95% Level Compared with the other Group mean & ‘_’ --> Significantly Higher/Lower@95% Level from the All Level Score.

The analysis of results in case of “Confrontation” reveals that employees less than 45 years of age show maximum interest to face new challenges and problems. Employees more than 45 years of age show comparatively less interest in facing problems and challenges. This can be explained. Employees of younger

age group are more energetic and have an interest to learn new things. Hence they are willing to face new challenges and problems. In the other group the employees are accustomed to usual problems. They solve these problems easily because of their past experiences. Further, they are less energetic to put extra effort in-to solving new types of problems. This feeling is more predominant in the group of employees more than 45 years of age.

The analysis of results in case of “Trust” indicates that younger employees (i.e. less than 45 years of age) show more trust than the employees more than 45 years of age. This again is understandable. Employees in the younger group have faith in the information shared by others, as they have not developed preconceived notions by then. They expect to get help from others and honor mutual commitments. In case of the other group (i.e. more than 45 years of age) it is observed that due to long association, they develop strong feelings and notions about others. Therefore they exhibit comparatively little trust.

The analysis of “Proaction” data indicates that employees in the younger age group take the initiative to take proactive measures and improve their performance. In fact employees in the younger age group (i.e. less than 45 years of age) show more initiative in this respect than the other group (i.e. more than 45 years of age). It may be because persons in the group of more than 45 years of age are normally experienced and have already developed skill. Therefore, they do not feel the need for Proaction.

4.5. Analysis Across Functions: Testing of Hypothesis

H03: Significant differences do not exist in the perception of employees regarding different attributes of OCTAPACE culture in Indian scenario among employees of different functional groups.

While comparing the OCTAPACE profile scores of the two groups (Table 4.10), no significant difference has been observed in the organizational ethos except in one parameter. However, highest mean score on this account was obtained in the group of employees in the engineering category for “Proaction” (i.e.15.49) and lowest in the group of employees in the engineering category for “Autonomy” (i.e. 12.30) which is found to be significantly less in comparison to the mean score recorded for the group of employees in the service category (i.e. 12.74). Also in this section of the analysis, we found that the management of the company implements right technological aspects to do their duty smoothly and taking proactive action without giving much autonomy. As per the OCTAPACE culture characteristics, the top management should give more autonomy for further streamline of the systems. As a result, it will see positive impact in the area of production as well as financial growth of the steel industries in India.

Table 4.10
Large Sample Test of Significance of Significance-Engineering vs Service

S.No.	Dimensions	Mean_1	SD_1	N_1	Mean_2	SD_2	N_2	Difference	Z	95%
1	Openness	14.5	2.42703	106	14.12667	2.38366	150	0.305695	1.221261	No
2	Confrontation	14.70755	2.20375	106	13.98667	2.634278	150	0.303445	2.375653	Yes
3	Trust	14.68868	2.053398	106	14.15333	2.009162	150	0.258243	2.073034	Yes
4	Authenticity	12.75472	1.916402	106	12.44667	1.909133	150	0.242787	1.268807	No
5	Proaction	15.89623	2.858335	106	15.15333	2.946359	150	0.367355	2.022275	Yes
6	Autonomy	12.42453	1.777897	106	12.53333	1.570135	150	0.215071	-0.5059	No
7	Collaboration	13.98113	1.783422	106	13.7	1.845546	150	0.229592	1.224485	No
8	Experimentation	13.99057	2.201711	106	13.83333	2.190329	150	0.278774	0.564015	No

Table 4.11
Analysis across Functional Groups

<i>Functional Groups --- ></i>		<i>ALL Level (N = 256)</i>	<i>Engineering (N = 148)</i>		<i>Service (N = 108)</i>	
<i>S.No.</i>	<i>OCTAPACE Dimensions</i>	<i>Mean</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>
1	Openness	14.28	14.32	2.31	14.22	2.54
2	Confrontation	14.29	14.43	2.35	14.09	2.66
3	Trust	14.38	14.39	1.92	14.36	2.20
4	Authenticity	12.57	12.58	1.84	12.56	2.02
5	Proaction	15.46	15.49	2.71	15.43	3.21
6	Autonomy	12.49	12.30*	1.65	12.74	1.64
7	Collaboration	13.82	13.78	1.79	13.87	1.87
8	Experimentation	13.90	14.00	2.14	13.76	2.27

Note: * --> Significantly Lower@95% Level Compared with the other Group mean & ' _ ' --> Significantly Higher/Lower@95% Level from the All Level Score.

4.6. Correlation Among the OCTAPACE Culture

After brief discussion about the reality of the OCTAPACE culture of the steel industries in India, we found that most of the parameters norms are lying just above the average level instead of autonomy. The correlation analysis has also been reviled the same result. The below table represent the positive correlation exist among all the components of OCTAPACE culture instead of autonomy. The highest correlations exist between proaction and openness where as negative correlations exist between experimentation and autonomy.

Table 4.12
Correlations Among the OCTAPACE culture components

	<i>OPENNESS</i>	<i>Confrontation</i>	<i>TRUST</i>	<i>Authenticity</i>	<i>Paroaction</i>	<i>Autonomy</i>	<i>Collaboration</i>	<i>Experimentation</i>
<i>OPENNESS</i>	1	.642	.582	.371	.716	.147	.509	.558
<i>Confrontation</i>	.642	1	.617	.333	.674	.125	.571	.582
<i>TRUST</i>	.582	.617	1	.419	.635	.092	.467	.629
<i>Authenticity</i>	.371	.333	.419	1	.398	.104	.210	.271
<i>Paroaction</i>	.716	.674	.635	.398	1	.087	.554	.677
<i>Autonomy</i>	.147	.125	.092	.104	.087	1	.240	-.007
<i>Collaboration</i>	.509	.571	.467	.210	.554	.240	1	.465
<i>Experimentation</i>	.558	.582	.629	.271	.677	-.007	.465	1

Source: Researcher Primary Data.

In this context, it is being suggested to the top level management of the steel industries of India that to be focused respective parameters especially for autonomy for enrich culture of the organization so that it will generate accountability of the employees. The above correlation revealed that further having lot of scope for development of the organization.

In the same line, we overview the OCTAPACE culture and HRD climate score in this study. As per norms, if any organization having scores above 114 indicate a good HRD climate. Scores closer to 150

indicate an excellent climate (which is rare). Scores below 76 indicate that there is considerable room for improvement. But in our study, we found that 100.49 score which having very close to the good HRD climate. In this context, we have lot of opportunities for further development in this area because calculated value is just above t average score. Hence we come to conclusion that the OCTAPACE culture and high performance HRD climate of the steel industries in India is just above the average score and very close to good scores. Subsequently, we must prove that how OCTAPACE culture and high performance HRD climate help a lot to the financial performance of the company.

4.8. Analysis of OCTAPACE Culture and Financial Performance of the Company

Capital intensity and employment size that are major variables constituting contingencies, it is expected to positively be associated with organizational performance (Richard & Johnson, 2001). On the contrary, life cycle stage and Union intensity may not be positively associated with the organizational performance (Delbridge & Whitfield, 2001). Similarly, organizational context is expected to positively (Budhwar & Sparrow, 1997) or negatively (Miles and Snow, 1984; Trompenaars, 1993) be associated with HRM policies and outcomes, depending on the specific constructs used. Furthermore, many studies have shown that behavior may not affect productivity (Pritchard, 1992). In the same line, Paul & Anantharaman (2003) indicated that the intervening variables of employee competence, teamwork, organizational commitment, and customer orientation affect the organizational performance variables of employee retention, employee productivity, product quality, speed of delivery, operating cost, which then determine financial performance of the organization.

Table 4.13
OCTAPACE culture and Financial Performance
of the SAIL

<i>Analysis on the Basis of Net Profit Ratio</i>				<i>Analysis on the Basis of Current Ratio</i>			
<i>Year</i>	<i>Total Revenue</i>	<i>Profit/Loss for the Period</i>	<i>Ratio</i>	<i>Year</i>	<i>Current Liabilities</i>	<i>Current Asset</i>	<i>Ratio</i>
Mar-17	44,988.02	-2833.24	-6.29777	Mar-17	46,324.41	25562.55	0.551816
Mar-16	39666.84	-4137.26	-10.43	Mar-16	38074.63	22173.61	0.582372
Mar-15	46731.56	2092.68	4.478087	Mar-15	34456.78	28482.29	0.826609
Mar-14	47579.82	2616.48	5.499138	Mar-14	28340.28	26890.75	0.948853
Mar-13	45562.7	2170.35	4.763436	Mar-13	22504.46	27615.98	1.227134
Mar-12	47964.77	3681.89	7.676238	Mar-12	18691.22	28431.29	1.521104
Mar-11	44793.24	4904.74	10.94973	Mar-11	24181.69	36543.65	1.511212
Mar-10	43152.95	6754.37	15.65216	Mar-10	20576.08	39081.16	1.899349
Mar-09	45901.03	6174.81	13.45244	Mar-09	18803.61	34510.87	1.835332
Mar-08	41660.26	7536.78	18.09105	Mar-08	13459.56	26317.62	1.955311
Mar-07	35737.48	6187.79	17.31457	Mar-07	11238.28	20378.62	1.813322
Mar-06	29138.42	4012.97	13.77209	Mar-06	12844.5	17383.73	1.353399
Mar-05	29376.5	6816.97	23.20552	Mar-05	10661.88	14333.63	1.344381
Mar-04	22185.5	2512.08	11.32307	Mar-04	10530.41	8201.33	0.778823

Source: Yearly Results of Dion Global Solutions – Moneycontrol.

SHRM theory asserts that HR practices increase employees' knowledge, skills, and abilities (KSAs), empower employees to leverage their KSAs for organizational benefit, and increase their motivation to do so (Becker & Huselid, 1998; Del-ery & Shaw, 2001). The result is greater job satisfaction, lower employee turnover, higher productivity, and better decision making, all of which help improve organizational performance (Becker, Huselid, Pickus, & Spratt, 1997). High performance work culture also operate through organizations' internal social structures to increase flexibility and efficiency (Evans & Davis, 2005, Combs, Liu, Hall, & Ketchen, 2006). In the above discussion, it has been proved that HR practices are sole responsible for the production of the company and production is directly link to the financial performance. Hence, there is structural relationship exist between OCTAPACE culture and financial performance of the company. In this context, we found in this study that the steel industries OCTAPACE culture components are laying just above the average standard norms as well as HRD climate is only 100.09 points. In this study our main research objective is to prove that there is positive relationships exist between OCTAPACE culture and financial performance of the company. In this regard we have already proved that culture and climate of the steel industries are just above the average and for establish the relationship, here we have taken 14 years financial data for analyzing the financial position of the company for its culture and climate.

First analysis is based on the total revenue and total profit of the steel industries; here we found that the steel industries have been registering marginal profit instead of financial year 2015-16 & 16-17 respectively. In this context, it has been proved that the firm financial gain has been increasing as parallel as its OCTAPACE culture and high performance HRD climate score. The financial year 2015-16 & 16-17, the steel industries have been registering loss due to the economic reforms of the country like demonetization and implementation of GST and etc. Hence, we should not say that there is no impact OCTAPACE culture towards financial performance of the company. There after we found that revenue has been decreased as compare to previous year where as other expenses remained same. Hence, it is affected to the profit as well as EPS of the company. Subsequently, the second analysis is based on current asset and current liabilities. We found that the financial position of the company is not satisfactory because it well below as per the company norms which should be 2:1. Hence, it has been established that there is positive relationship do exist between the OCTAPACE culture and financial performance of the industries.

In addition to the above explanation, the following instances proved that why two consecutive financial year may not be good financial gain for the company due to;

- Increase salary and wages as per 7th pay commission whereas decrease net sales realization.
- Increase royalty rate of iron ore and levy and depreciating rupee against the US \$ (for every Re 1 depreciation, on an annualized basis, adverse impact of more than ₹100 crore).

In the same line, the labour productivity has been increasing where as manpower strength decreased last several years and production of the companies have been increasing which help a lot for the financial growth of the company. In this case the total manpower position of the SAIL was 176147 in the financial year 97-98 and production was hovering at around 2.5 million metric ton where as in the year 2016-17, the manpower position was 84092(As on 01.01.2017), the production will around 13.9 Million metric ton (SAIL Corporate Presentation, p. 19). The above discussion proved that the OCTAPACE culture help a lot to the top level managers to handle manpower rightly and handle positively to all the non engaged employees to engaged employees. At last, it has been proved that there is positive impact of OCTPACE culture and high performance HRD climate for the financial growth of the organization.

5. LIMITATIONS OF THE STUDY AND SCOPE FOR FURTHER RESEARCH

Every study has its share of limitations and shortcomings but efforts were made to minimize although it is not possible to eliminate completely. At the same time, despite limitations, the study is expected to contribute in helping the Indian corporate sector in improving high performance (HRD climate, especially OCTAPACE culture in their organizations.

Key limitations of the study are as follows;

1. It was difficult to get cooperation from many respondents. Researcher had to personally persuade the respondents.
2. The proposed study is only confined to the SAIL and it provides insight in-to the OCTAPACE culture is the influencing factors for financial performance of the organizations under study. The findings of this study may not be applicable to other sectors of India due to varying nature of various influencing factors.
3. Study is aimed at finding how much OCTAPACE culture and high performance HRD climate is responsible for financial performance of the organisations.

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