

Need for Octopace Culture to Promote Strategic HR Climate in Healthcare Sector

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Abstract

Purpose: The main purpose of this paper is to study the Openness, confrontation, Trust, Autonomy, Pro-action, Authenticity, Collaboration & Experimenting (OCTAPACE) Culture among nurses from five different hospitals

Methodology: A sample of 314 nurses from 5 hospitals in Udupi and Manipal were administering OCTAPACE profile instrument developed by Udai Pareek to study the cultural ethos at the selected healthcare organizations.

Findings: The results indicate that there is a gap between desired and actual levels of OCTAPACE Culture. Organizations despite providing comparatively higher salaries and a host of welfare measures seem to be possessing an average level of HRD Climate. Factors like lack of top management initiative in identifying and developing nurse's potential, nurses not taking the given feedback seriously and similar reasons contribute to this situation and hence offers a lot of scope for improvement.

Key words: HR Climate, OCTAPACE Culture., Healthcare sector.

Introduction

Culture is made up of or includes symbols, myth, ideational system (ideology), and ritual. It has also been expressed as a group's operative communication rules. The culture of an organization influences every aspect of organizational life and behavior as it affects the five basic processes of an organization: communication, cooperation, commitment, decision making, and implementation, but the members of the organization may not be aware of these shared assumptions that guide thought and action as they are taken for granted. The pervasiveness of culture can be understood from two of its major elements: the strength of the culture that determines the efficiency of an organization and the

content of culture that determines effectiveness because content determines the direction in which culture influences behavior.

Literature Review

HRD CLIMATE

Human resource development climate is an integral part of organizational climate. It can be defined as perceptions the employee can have on the developmental environment of an organization. This developmental climate will have the following characteristics:

A tendency at all levels starting from top management to the lowest level to treat the people as the most important resource; Perception that developing the competencies in the employees is the job of every manager/supervisor; faith in the capability of employees to change and acquire new competencies at any stage of life; a tendency to be open in communications and discussions rather than being secretive (fairly free expression of feelings); encouraging risk-taking and experimentation; making

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efforts to help nurses reorganize their strengths and weakness through feedback; a general climate of trust; a tendency on the part of nurses to be generally helpful to each other and collaborate with each other; team spirit; tendency to discourage stereotypes and favoritism; supportive personnel policies; supportive human resource development practices including performance appraisal, training, reward management, potential development, job-rotation career planning etc. [8].

HRD is the process of improving, moulding and changing skills, knowledge, creative abilities, aptitude, attitude, values, commitment, etc., based on present and future job and organizational requirements. HRD Climate is a measure of the perceptions about the prevailing nature of HRD [9].

Market-share, sales-turnover and profitability are lagging indicators of organizational performance. On the contrary, organizational climate is a leading indicator of organizational performance. Functional organizational climate leads to enhancement of personal, role and organizational effectiveness. Understanding the determinants of organizational climate is helpful in finding ways and means for strengthening the functional climate and de-emphasizing the dysfunctional climate [12].

HRD climate is an integral part of the organizational climate. It contributes to the overall health and self-renewing capabilities of the individuals, dyads, and team of the entire organization. The top management of the company must emphasize on the quality of work life and welfare measures for employees, which can infuse in them the team spirit and sense of belongingness. Management of the organization must ensure healthy and friendly working climate and fine welfare measures for the employees at all levels [4].

Organizational climate depends on the perception of the organizational members. Perception is influenced by the personality of the perceiver, his upbringing, education, and experiential learning. Personal variables would, therefore, qualify as some of the determinants of organizational climate [11].

HRD Climate is extremely important for the ultimate achievement of the business goals. It is a phenomenon experienced by employees and often referred to by expressions like 'environment', 'atmosphere' and so on. Climate at the individual level is a summary perception of

the organization's work environment that is descriptive rather than evaluative in nature, HRD climate has a definite impact on job satisfaction, attitude towards work and role efficacy which in turn gives impetus to the overall functioning of the institution [1].

A congenial HRD climate is essential for sharpening competencies as well as motivating employees to perform exceptionally [6].

Octapace Culture

Openness, confrontation, Trust, Autonomy, Proaction, Authenticity, Collaboration & Experimenting (OCTAPACE) culture is essential for facilitating HRD. Openness is present when employees feel free to discuss their ideas, activities, and feelings with each other. By confrontation, problems and issues are brought out into the open with a view to solving them rather than hiding them for fear of hurting or getting hurt. Trust is taking people at their face value and believing what they say. Autonomy is giving freedom to let people work independently with responsibility. Proactivity is encouraging employees to take initiative and risk. Authenticity is the tendency on the part of the people to do what they say. Collaboration is to accept interdependencies, to be helpful to each other, and work as teams [7].

There is a need for conducive HRD climate which is a sum of perceptions of members about the organization and its HRD philosophy, systems and practices, prevalent in the form of values of openness, confrontation, trust, authenticity, pro action, autonomy, collaboration, experimentation. In the presence of these values, there exists harmony for the conduct of HRD practices, which are strategically evolved. HRD instruments if implemented properly should lead to OCTAPACE Culture, which in turn results in more competent, satisfied and committed people, thereby making the organization grow [6].

Past research studies done by [10, 2, 3 & 5] and reveal that the congenial OCTAPACE culture is extremely important for promoting the organizational effectiveness and good Governance.

Employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organizations. Greater insights on the relationship between employee attitudes and business performance will assist HR professionals as they strive to enhance

the essential people side of the business in a highly competitive, global arena. Employee surveys, used effectively, can be catalysts for improving employee attitudes and producing organizational change [9].

Openness: The spontaneous expression of feelings and thoughts, giving and receiving feedback are the outcomes of openness.

Confrontation: It is defined as facing rather than shying away from problems. Deeper analysis of interpersonal problem is also confrontation.

Trust: It is defined as maintaining the confidentiality of information provided by others and not misusing it.

Authenticity: Congruence should be there in what one feels, says, and does.
Proaction: It means taking the initiative, preplanning, and taking preventive actions.

Autonomy: It means using and giving freedom to plan and act in one’s own sphere.

Collaboration: Collaboration is giving help to others and asking for help and working together.

Experimenting: This means using and encouraging innovative approaches to solve problems, encouraging creativity, and taking a fresh look at things.

OCTAPACE culture is essential for facilitating human resource development. Openness is present when employees feel free to discuss their ideas, activities, and feelings with each other. Confrontation involves bringing problems and issues into the limelight with a view to solving them, rather than hiding them for fear of hurting or getting hurt. Trust is taking people at face value and believing them. Autonomy is the freedom to allow people to work independently with responsibility. Productivity is encouraging employees to take initiative and risks. Authenticity is the tendency of interdependencies, to be helpful to each other and work as teams. Collaboration is required so the employees can cope up with the changes and upcoming trends in an organization.

Keeping in view the immediate priority of human resources to learn more about the needs, requirements, and responsibilities of the healthcare organizations and how it fits into global operations and customer satisfaction, the present study focused on the need for promoting favorable OCTAPACE culture in healthcare organizations especially among nurses. Towards this objective and based on the literature review the OCTAPACE culture dimension of HRD Climate have been taken for detailed study and a conceptual model has been developed as indicated in figure 1

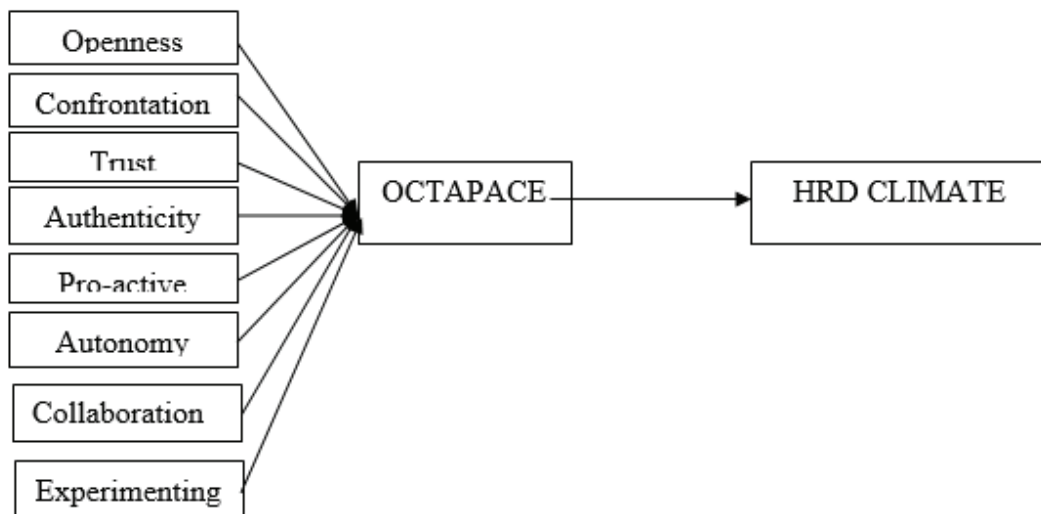


Figure 1 Conceptual Model of the study variables

Research Questions

1. What is the overall level of HRD climate prevailing in hospitals?
2. How are the hospitals faring in terms of OCTAPACE Culture?
3. What is the relationship between OCTAPACE Culture and HRD Climate at the overall level and at individual factor level?

Methodology

This study is descriptive in nature. Based on the literature review and keeping in view the topic selected for study namely HRD Climate in hospitals. A representative sample of 314 nurses from five hospitals in Udupi and Manipal was selected for study.

The data collection took place in the period November 2019 to February 2020. Data collected was then checked for completion of details and wherever required additional information was requested and recorded. The collected information was processed through SPSS package and the following tools namely Mean, Standard Deviation and Co-efficient of Variation for selected variables were employed to assess the degree of representation and variation. The researcher also used SEM modeling to validate the result.

This present study has been done by administering the Questionnaire developed by [7]. Human Resource Development (HRD) Climate is a concept proposed by [7] to explain the environment provided by organizations for the learning and development of its employees. This includes items both on the policies and practices for HRD in an organization. This instrument is developed to measure the HRD Climate consisting of 38 items by dividing them into three categories i.e., the first category is General Climate, second one is OCTAPACE Culture the third category is HRD mechanisms. It covers all aspects of HRM such as training, performance appraisal, potential appraisal, organization development, feedback, and performance coaching, career planning, rewards, employee welfare, quality of work life and human resource information systems.

The essence of the HRD climate can be well gauged from the amount of importance that is given to the development of OCTAPACE culture in the Organization. T. V. Rao introduced the concept of OCTAPACE culture as a good progressive way of

building organizations. Udai Pareek and T.V. Rao pioneered the concept of HR Culture and propounded the OCTAPACE Culture comprising seven factors namely, Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity and Collaboration. An E for Empowerment and Experimentation was later added, and it became OCTAPACEE.

RESULT ANALYSIS AND DISCUSSION

Table 1 CATEGORY-WISE HRD CLIMATE

Category	Mean	Std. Deviation
GENERAL HRD CLIMATE	3.32	0.60
OCTAPACE CULTURE	3.30	0.63
HRD MECHANISMS	3.26	0.63
OVERALL HRD CLIMATE	3.29	0.61

The category wise mean scores presented above in table 1 indicates mean score of around 3.3 showing a moderate tendency on all three dimensions. Since the questionnaire used 5-point scale, Scores around 3.3 indicate the existence of a just above average degree of HRD Climate. Hence, the overall HRD Climate mean score of 3.29 and the standard deviation of the same at 1.05 reveals that the HRD Climate in the select organizations is just average and there is huge scope for improvement. Hence the organizations should take the perception of nurses about HRD Climate seriously and strive to fill the gap since there is huge scope for improvement.

INDIVIDUAL DIMENSIONS OF OCTAPACE CULTURE

Among the seven dimensions of OCTAPACE Culture, as far as this study is concerned, Autonomy scores the highest followed by proactivity, collaboration, trust, and authenticity. Openness and confrontation both score at the same level and are at the lowest level.

OPENNESS

In the present study, the mean scores of four items of Openness vary between 3.22 and 3.40, with an overall average of 3.27 indicating a medium level of openness existing. The nurse's willingness to share their

feelings among themselves and subordinates seems to be greater than that of their sharing with superiors. Hence there is a need for improving the superior sub-ordinate relationships which takes care of most of the day to day problems.

CONFRONTATION

The mean scores of the four items concerning confrontation between 3.18 to 3.40 with the overall score of 3.27 indicate the existence of average confrontational climate. While open discussion and problem-solving environment scores the lowest, nurse sharing the feelings with their subordinates scores the highest.

TRUST

Observation of mean scores of three items of trust that ranges between 3.17 to 3.48 and the overall score of 3.33 highlights the fact a climate of trust exists to a reasonable level although not very high. While the nurse’s trust in each other scores high, the support from supervisors in needy situations seems to be low.

AUTONOMY

As far as this study is concerned, an overall mean score of 3.38 indicates that the nurses are given a reasonable level of autonomy in their roles. The five items of autonomy possess average mean scores between 3.24 and 3.58, with the opportunities for implementation of learned things scoring low and avenues for experimenting with new methods and creative methods scoring high. Delegation of authority to juniors, encouragement for individuals taking responsibilities and juniors using the provided autonomy scores in between.

PROACTIVITY

The three items covering proactivity has mean scores between 3.05 and 3.58. While encouragement for nurses to experiment and innovate scored high, the top management’s efforts in utilizing the potential of nurses scored low with opportunities for nurses to do things on their own scoring in between. The overall mean score

of 3.35 shows that the company is providing a climate which promotes proactivity although at an average level.

AUTHENTICITY

The overall mean score of 3.29 shows that authenticity is existing to a reasonable extent. While the nurses are taking the opportunities for learning seriously, their seriousness towards accepting behaviour feedback scores low.

COLLABORATION

Analysing the mean scores of three items contributing to collaboration which varies between 3.22 and 3.40 and the overall mean score at 3.34, the collaboration among the nurses and with their supervisors seems to be happening at satisfactory levels. Team spirit seems to be scoring better than helping nature among nurses while seniors helping their juniors to take up future roles seem to be faring lesser.

EXPERIMENTING

The overall mean score of 3.15 shows that experimenting is existing to a reasonable extent.

Table 2 Summary of the study variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.964(a)	.929	.928	.15853

a Predictors: (constant), collaboration, proactivity, confrontation, trust, authenticity, openness, autonomy.

In the above table 2 the R square value is .929, we can conclude that there is significant impact of OCTAPACE Culture on HRD Climate on overall level which is as high as 93%. This highlights the importance of good OCTAPACE Culture which in turn contributes to better HRD Climate.

Table 3 Analysis of variance of the study variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.901	7	14.414	573.526	.000(a)
	Residual	7.691	306	.025		
	Total	108.592	313			

a Predictors: (constant), collaboration, proactivity, confrontation, trust, authenticity, openness, autonomy.

b Dependent variable: HRD climate.

From the above table we can interpret that the impact created by OCTAPACE Culture on HRD Climate is positively significant.

Table 4 Coefficient correlation of the study variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.274	.053		5.200	.000
	OPENNESS	.101	.021	.128	4.829	.000
	CONFRONTATION	.156	.019	.196	7.996	.000
	TRUST	.165	.017	.196	9.529	.000
	AUTONOMY	.127	.026	.179	4.888	.000
	PROACTIVITY	.182	.023	.243	7.940	.000
	AUTHENTICITY	.064	.018	.090	3.521	.000
	COLLABORATION	.117	.016	.177	7.114	.000
	Experimenting	.045	.010	.121	2.459	.210

a Dependent Variable: Overall HRD

Looking at the above table, we can once again reassure that the correlation between variables of OCTAPACE Culture and HRD Climate is significant since the T Value is above 5 generally. Openness and autonomy which are close to 5 and authenticity which is very low, the other four variables are significantly correlated with HRD Climate. Except for experimenting variable which is insignificant.

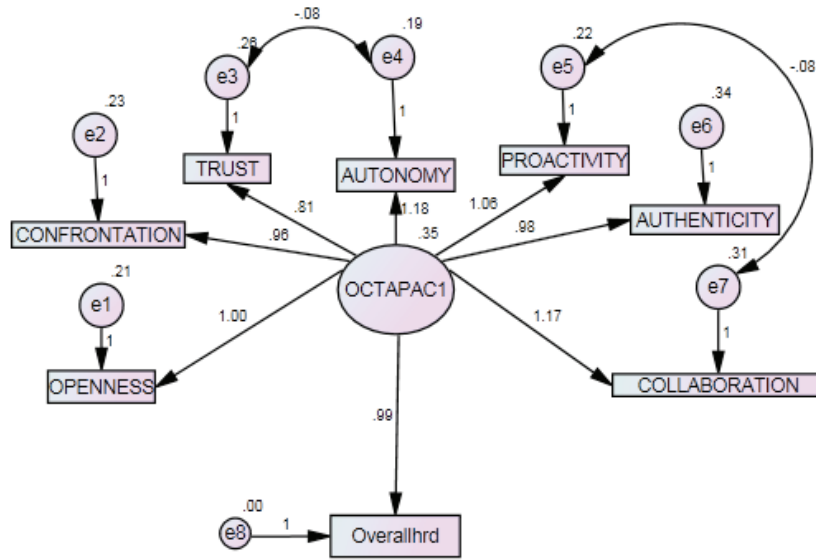


Figure 2: Model validation of the study variables

Table 5 Result of SEM path model

	Observed Vale
Chi Square	126.74
D.F	18
P value	0.000
CMIN/DF	3.546
RMR	0.039
GFI	0.825

Table 6 Regression weights of the study variables

			Estimate	S.E.	C.R.	P
OPENNESS	<---	OCTAPACE1	1.000			
CONFRONTATION	<---	OCTAPACE1	.956	.062	15.475	***
TRUST	<---	OCTAPACE1	.806	.060	13.463	***
AUTONOMY	<---	OCTAPACE1	1.180	.067	17.705	***

Cont... Table 6 Regression weights of the study variables

			Estimate	S.E.	C.R.	P
PROACTIVITY	<---	OCTAPACE1	1.060	.065	16.414	***
AUTHENTICITY	<---	OCTAPACE1	.982	.071	13.892	***
COLLABORATION	<---	OCTAPACE1	1.169	.074	15.862	***
Overall HRD	<---	OCTAPACE1	.985	.044	22.405	***

The above tables and SEM Model further validates that there is significant correlation between OCTAPACE Variables and HRD Climate both at individual level and overall level where chi square is 126.74 with degrees of freedom (df) at 18 and p value less than 0.05. Further the root mean square residual (RMR) of the model 0.039 and Goodness-of-fit statistic (GFI) is closer to 0.9 which indicates a good fit of the conceptual model.

HRD MECHANISMS

In case of HRD Mechanisms the overall mean stands at 3.26 with a standard deviation of 1.06 indicating average degree of implementation. While employee's seriousness towards training scores highest, the seniors helping juniors in utilizing career opportunities scores low. Other mechanisms like: Performance Appraisal, rewards, mentoring, training, feedback etc., show average mean scores highlighting the fact that HRD mechanisms are just working right even though they are not creating very high impact.

IMPLICATIONS OF THIS STUDY

The objective of this study is to reiterate the need for a conducive HRD Climate in terms of OCTAPACE Culture in healthcare industry in the context of increasingly complex business environments which magnify the challenges of human resource management in hospital settings. Collaboration between the hospital management and human resources is critical for the success of both. Hence this study on HRD Climate in carefully select sample of healthcare organizations serves as an indicator to understand the trends based on employee perceptions about HRD Climate in general and OCTAPACE Culture in particular.

Analysis of overall picture shows that only an average HRD Climate exists in these organizations leaving a huge scope for improvement. Category wise implementation of HRD mechanisms seems to be less prevalent while General HRD Climate is more prevalent and OCTAPACE culture is in-between.

Detailed item wise analysis of the findings of the present study has the following implications for the top management and the supervisors:

The top management must concentrate more on proper identification and utilization of employee potential, providing scope for experimenting innovative ideas and extending a helping hand to the juniors in learning the job. The management should educate the supervisors and other management staff on the future of the organization so that they can develop the juniors accordingly.

There is an urgent need to promote the culture of openness where nurses can freely discuss their problems whether personal or official with their supervisors and get help when needed. Supervisors must respond in a matured and understanding manner when nurses commit mistakes by not victimizing them instead extending a helping hand and improving trust. They should provide nurses with authentic feedback on their behaviour.

Nurses should be prompted to voluntarily approach the supervisors to find out their strengths and weaknesses and strive for personal development accordingly. Nurses should be given a sense of autonomy so that they grab the opportunities to shoulder higher responsibilities and prepare themselves for future roles in the organization.

This study highlights the need for more transparency and efficiency in HRD Mechanisms to allay fears of

nurses regarding bias in promotions, ensure appreciation from immediate bosses in case of good work by nurses, gentle way of feedback to nurses on their shortcomings, mentoring of juniors by seniors on career growth opportunities utilization and implementing employee welfare measures to an extent that nurses can concentrate their full energies towards the organizational goals while at work.

Conclusion

The findings of the study highlight the existence of average HRD Climate inspite of reasonable pay, welfare schemes, training programmes and a host of other employee friendly initiatives that too in reputed companies. This study underlines the need for more involvement of top management's time and other resources towards employee development, more transparent HRD mechanisms, an open climate which promotes communication and trust between workmen and superiors need to involve workmen more and more to make them strive for their own development and achievement of organizational goals.

The findings of the study are in line with the existing knowledge of HRD Climate and the present state of affairs in the industry especially regarding attraction of talent, Education and training for executives, keeping pace with technology; and succession and career planning.

The findings also indicate certain positive trends like nurses freely discussing among themselves to solve problems and taking training programs seriously for learning. The top management must make use of them and supplement with required involvement and support. While there is belief in top management about the human resources in their organizations and believe they can be changed at any point of time, there is not enough efforts and action to replicate the same in practice.

This study reiterates the fact that much more can be done by organizations for development of HRD Climate by top management's further involvement in employee development, supervisors showing more concern and maturity in handling nurses and guiding them, seniors mentoring juniors in career development and fine tuning HRD Mechanisms.

The present study has certain limitations that offer scope for future research.

This study has been based on perceptions of nurses of representative sample of healthcare organizations and hence may not be applicable to other types of organizations. Further, the sample consisted only of nurses and further research may be conducted among other groups. The data is based on individual opinion, which may bring in some bias. To improve the acceptability of the results, it needs to be extended to other sectors and public limited companies. The findings of the study are based on the perception of nurses and hence can be used by employers, HR practioners and scholars to know the current trends and further their understanding of HRD Climate existing in healthcare organizations. The study helps the organizations to know and focus on factors they need to address for improvement of HRD Climate. The study while reinforcing the findings of earlier studies also enriches the knowledge on the subject with additional findings and adding current trends.

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