A Study of organizational dynamics through OCTAPACE culture in IT companies
Harish B. Bapat, Vishal Soni, Vinayak Khare

ABSTRACT

Individuals in an organization have vast potential for development and it can be further developed and multiplied through appropriate and systematic efforts. An organization’s success is determined by the skills and motivation of its human capital. Competent employees are the greatest assets of any organization. By providing the right type of climate, individuals in an organization can be helped to give full contribution to achieve the goals of the organization. Therefore, to initiate HRD practices, a firm philosophy with humane and value based approach has to be established. This will result in the establishment of HRD culture in the organization. Organizational culture includes ethics, values, beliefs, attitudes, norms, ethos, climate, environment, and culture. It can be characterized as consisting of Openness (O), Collaboration (C), Trust (T), Authenticity (A), Pro-activity, (P), Autonomy (A), Confrontation(C) Experimentation (E) and it is abbreviated as OCTAPACE.

The present paper is humble attempt to identify the major factors based on descriptive research design undertaken with the help of structured questionnaires to study the OCTAPACE in IT Industry. Study is based on the responses from 50 middle management executives from the sample of leading five IT companies of Indore city. This paper employs certain statistical tools for assessing whether the hypotheses that had been formed are valid or not. The results show that the sample organizations differ significantly in their OCTAPACE Culture and are having varying level of OCTAPACE culture. The role of management executives in any human resource development exercise is crucial and centers on creation of right environment for OCTAPACE culture, wherein people are free and attain new levels of performance for them and thereby for the organization as a whole.

Key words: HRD, OCTAPACE, IT industry, Organization, Culture

1. Introduction

Human resource development has been defined as essentially consisting of three Cs: Competencies, Commitment and Culture. It is a people-oriented concept that focuses on developing the skills, knowledge and competencies of people. Human resource development can be applied both at the organizational level as well as the national level. It may be defined as “A continuous process to ensure the development of employee’s competencies, dynamism, motivation and effectiveness in systematic and planned way.” These are needed to make an organization function well. Without competencies organization may not be the cost effective or optimally efficient. Without an appropriate culture, organization cannot last long. Without commitment, these may not be overcome at all or are done at such a slow pace that they lose relevance.

Words used in the context of organizational culture include ethics, values, beliefs, attitudes, norms, ethos, climate, environment, and culture. Ethics refers to normative aspects – What is socially desirable? Values, beliefs, attitudes, and norms are interrelated. Interactions between
beliefs and values result in attitude formation and produce norms. Culture-related concepts also can be seen as multilevel concepts. At the core level are the values, which give a distinct identity to a group. This is the ethos of the group. The Random House Dictionary defines ethos as “The fundamental character or spirit of a Culture….dominant assumptions of people or period”. The seven values of organizational ethos were suggested by Rao & Pareek 1994:

1. **Openness**: Spontaneous expression of feelings and thoughts and receiving feedback and information without defensiveness;

2. **Confrontation**: Facing – not shying away from – problems; deeper analysis of interpersonal problems; taking on challenges;

3. **Trust**: Maintaining confidentiality of information shared by others and not misusing it; a sense of assurance that others will help when needed and will honor mutual obligations and commitments;

4. **Authenticity**: Congruence between what one feels, says, and does; owning one’s actions and mistakes; unreserved sharing of feelings;

5. **Proactivity**: Initiative; preplanning and preventive action; calculating pay-offs before taking action;

6. **Autonomy**: Using and giving freedom to plan and act in one’s own sphere; respecting and encouraging individual and role autonomy;

7. **Collaboration**: Giving help to, and asking for help from, others; team spirit; working together (individuals and groups) to solve problems;

8. **Experimentation**: Using and encouraging innovative approaches to solve problems; using feedback for improving; taking a fresh look at things; encouraging creativity.

### 1.1 Indian software industry sector

The Indian software industry has not only transformed India’s image on the global platform, but also fuelled economic growth by energizing higher education sector. The industry has employed almost 10 million Indians and hence, has contributed a lot to social transformation in the country. Furthermore Indian manufacturing sector has the highest IT spending followed by automotive, chemicals and consumer products industries.

### 1.2 Market Size

India's business process outsourcing (BPO) industry revenue is expected to cross US$ 225 billion mark by 2020, according to a Confederation of Indian Industry (CII) report, titled ‘The SMAC Code-Embracing New Technologies for Future Business’. India is expected to become world's second-largest online community after China with 243 million by June 2014, according to a report by Internet and Mobile Association of India (IAMAI) and IMRB International.

India’s total IT industry’s (including hardware) share in the global market stands at 7 per cent; in the IT segment the share is 4 per cent while in the ITeS space the share is 2 per cent. India's IT and BPO sector exports are expected to grow by 12-14 per cent in FY14 to touch
US$ 84 billion - US$ 87 billion, according to Nasscom. Moreover, India plans to spend US$ 3.9 billion on cloud services during 2013-2017, of which US$ 1.7 billion will be spent on software-as-a-service (SaaS), according the latest outlook of IT research and advisory company, Gartner Inc.

1.2 Software industries Indore

There are a number of software companies that are located in the city, which provide a variety of software services to the clients. These companies also offer good job opportunities for the youngsters. Impetus, Suvi and Infobeaners are amongst renowned software companies at Indore. They give a lot of emphasis on the requirements of the clients. These companies have shown immense progress in a limited time period. The main domains of work are services associated with content management, Oracle or PeopleSoft, custom application with J2EE and NET and quality assurance. AR Software is one of the most reputed software companies of Indore. This company aims at doing good business in the field of business process outsourcing as well as software development outsourcing in the country of India.

2. Literature Review

2.1 General reviews: On Internal and Interactive marketing of services

According to Christian Gronroos,- “The internal product consists of a job and work environment that motivates the employees to respond favorably to the management demands for customers orientation and good interactive marketing performances part time marketers and which moreover attracts and retains good employees. In order to ensure proper design of an internal service product, there is a need to make the concept of internal marketing a part of the strategic marketing philosophy.”

Krishna & Rao, (1977) surveyed the organizational and HRD climate of one of the largest engineering and manufacturing enterprises in India BHEL which shows that environment of openness follow well among middle and senior managers in the company. Mangaraj (1999) in her study of the HRD system in RSP found that employee’s opportunities to express their view points are quite successful.

2.2 Committed Studies

Venkateswaran (1997) in a Note on Human Resource Development Climate, made a study based on the responses of 132 executives of a large PSU and concludes that early identification of human resource potential and development of their skill represent two major tasks of human resource development. This can be achieved only when a conducive HRD climate prevails. The study found the existence of favorable HRD climate in the organization. The supremacy of human element and urgency of creating a learning organization through development of organizational capabilities all the times, make out a strong case for the evaluation of HRD climate in organizations. Patel(1999) has conducted a comparative study of 20 branches of DCCBs, using 105 employees from 10 high performing branches and 10 low performing branches were selected, found that trust recorded above average. Mufeed & Gurkoo (2007) have conducted comparative study in Universities of Jammu & Kashmir with sample of 521 employees about perception of teaching & non-teaching staff towards HRD climate in universities found the value of pro-activity as unfavorable. Bapat, Harish et al (2007) in their
study on ‘Effect of Interactive marketing on service quality of retail industry’ revealed that better HRD culture leads to better interactive encounters. Sharma and Purang, (2000) survey of 27 middle level managers in the engineering sector, the study highlights that there exist positive relationship between value institutionalization and HRD climate. Bhardwaj, and Mishra (2002), conducted a study with a sample of 107 senior, middle and lower level managers of private sector organization which is one of India’s largest multi-business companies. Thus, on the whole, the existence of good HRD climate in the organization covered under study. The managers in general showed a favorable attitude towards HRD policies and practices of the organization. They were satisfied with the developmental policies of top management. Mufeed (2006) studied major hospitals of the Jammu and Kashmir namely Shri-Kashmir Institute of Medical Sciences (SKIMS) about perception of medical staff towards HRD climate in the said hospital. The result of the study shows the existing HRD climate in the hospitals to a large extent is significantly poor.

2.3 Importance of the study

The study is very important from the point of view of dealing and developing the organizational cultural issue. The role of top management in any human resource development exercise is crucial and centers on creation of right environment, wherein people are free and attain new levels of performance. The present paper is a humble attempt to identify the major factors based on descriptive research design and addresses very important aspect of HRD.

2.4 Rationale

After doing rigorous literature review, it is found that there are many studies which have been done on OCTAPACE culture in the large organizations. The previous studies have also been focused on different aspects of Organizational culture which includes ethics, values, beliefs, attitudes, norms, ethos, climate, environment, and culture. As the reach of the IT sector is growing and many middle level organizations have been established in the tier two cities of India.

The researchers inclined to conduct the research in order to know the organizational culture in such organization which has a large share in overall Indian IT sector

2.5 Objectives

The main objectives of the present study can be figured out as follows:
1. To study the OCTAPACE culture in general in the organizations under study.
2. To analyze the OCTAPACE Culture for middle management personnel in the organizations under study.
3. To study the difference in the OCTAPACE Culture for middle management personnel in the organizations under study.

3. Research Methodology

3.1 Research Design
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The present research is designed to explore the dimensions OCTAPACE culture in the organizations. The conceptual frame work and theoretical linking of the subject is done and the entire research is divided in to the two parts according to the problem definition and objectives. First Tentative norms are applied to the OCTAPACE profile to know the high and low levels and secondly comparative analysis of organizations for OCTAPACE dimensions for Middle management Personnel as per the above-mentioned norms is done.

3.4 Nature of Research

The study adopted quantitative methods of investigation. For inferring the magnitude of the measures questionnaire has been used. An empirical study based on descriptive research design was undertaken with the help of structured questionnaire to study the OCTAPACE Culture in IT Industry which is based on the responses of 50 middle management personnel from the sample of five IT organizations. Sample Organizations were IM, SU, IB, AR and VS* located in Indore. (*The identity of the organizations is not disclosed for the sake of the confidentiality).

3.5 Operationalization

At this level the researcher has put the theoretical concepts to the conceptual frame. It has been found that the organizational culture has been broadly characterized by OCTAPACE. Words used in the context of organizational culture include ethics, values, beliefs, attitudes, norms, ethos, climate, environment, and culture. Ethics refers to normative aspects – what is socially desirable. Values, beliefs, attitudes, and norms are interrelated. Interactions between beliefs and values result in attitude formation and produce norms. Culture-related concepts also can be seen as multilevel concepts.

On the basis of above mentioned theoretical understanding the researcher has operationalize the concept.

3.6 Variables

They are consisting of openness (O), collaboration (C), trust (T), authenticity (A), pro action, (P), autonomy (A), confrontation(C) & Experimentation (E) and it is abbreviated as OCTAPACE.

3.7 Hypotheses

Hypothesis 1: Organizations under study are having excellent OCTAPACE Culture for middle management personnel
Hypothesis 2: Organizations under study do not differ significantly in their OCTAPACE Culture for Middle management Personnel.
Hypothesis 2(a): Organizations under study do not differ significantly in their Openness Culture for middle management personnel.
Hypothesis 2(b): Organizations under study do not differ significantly in their Confrontation Culture for middle management personnel.
Hypothesis 2(c): Organizations under study do not differ significantly in their Trust Culture for middle management personnel.
Hypothesis 2(d): Organizations under study do not differ significantly in their Authenticity Culture for middle management personnel.
Hypothesis 2(e): Organizations under study do not differ significantly in their Proactivity Culture for middle management personnel.

Hypothesis 2(f): Organizations under study do not differ significantly in their Autonomy Culture for middle management personnel.

Hypothesis 2(g): Organizations under study do not differ significantly in their Collaboration Culture for middle management personnel.

Hypothesis 2(h): Organizations under study do not differ significantly in their experiment Culture for middle management personnel.

3.8 Sampling Plan

Population: It included all those 1) Selected IT companies of Indore 2) Middle level executives and working for at least two years in selected IT industries of Indore.

Sampling Element: The sampling elements of the defined population are middle level executives who are on regular pay scale and full time employed from the last two years in selected IT industries of Indore.

Sample size: 150 employees.

3.9 Data Collection

The researcher has used pre tested structured instrument for primary data collection. The questionnaire is used because they have items designed to elicit the information on the research interest and they have protocol for recording the responses. Care has been taken to keep them simple and to avoid leniency, severity, central tendency and halo error (positive and negative questions). A brief introduction of the research is provided in the beginning and the demographics are intentionally placed at last, to maintain the interest of the respondents. Questionnaire was typed and presented to respondents in an arranged manner.

3.9.1 Pilot study

A pilot test is conducted on very small sample and many errors have been found in the instrument. It is designed and redesigned to avoid the systematic errors. It is also used to see whether the scores are behaving as expected.

3.9.2 Instrument brief

The OCTAPACE Profile has been developed to measure organizational ethos in terms of the eight values which deals with the extent to which Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity, and Collaboration & Experimentation are valued and promoted in the organizations. The instrument contains three items that measure values and two items that measure beliefs on each of the above eight dimensions, with total of forty items. Respondents rate their organizations on eight aspects, using a five-point scale. The scores range from 5 to 20 on each aspect.

3.9.3 Reliability and validity measures
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The indicator scores obtained during the study are subjected to the Cronbach’s alpha test to measure the internal consistency and reliability and it was found that the entire alpha values are more than .7 hence good consistencies are concluded.

3.9.4 Data Interpretation & Findings

Tentative norms applied to the OCTAPACE profile are listed below:

![Figure 1: Tentative norms applied to the OCTAPACE profile](image)

Following is the table showing comparative analysis of organizations for OCTAPACE dimensions for Middle management Personnel as per the above-mentioned norms. Scores below ‘low value’ shown in the Norms table are rated as ‘requires improvement’; scores above ‘high value’ are rated as ‘excellent’; and scores between low and high value are rated as ‘very good’.

<table>
<thead>
<tr>
<th>Organization OCTAPACE</th>
<th>IM</th>
<th>SU</th>
<th>IB</th>
<th>All</th>
<th>VS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness</td>
<td>16.38</td>
<td>16.33</td>
<td>14.31</td>
<td>15.23</td>
<td>14.69</td>
</tr>
<tr>
<td>Confrontation</td>
<td>15.70</td>
<td>15.60</td>
<td>14.60</td>
<td>12.93</td>
<td>14.94</td>
</tr>
<tr>
<td>Trust</td>
<td>14.96</td>
<td>14.86</td>
<td>13.56</td>
<td>12.61</td>
<td>13.03</td>
</tr>
<tr>
<td>Authenticity</td>
<td>12.82</td>
<td>12.96</td>
<td>13.47</td>
<td>13.19</td>
<td>13.00</td>
</tr>
<tr>
<td>Proaction</td>
<td>15.43</td>
<td>14.82</td>
<td>14.11</td>
<td>14.10</td>
<td>13.23</td>
</tr>
<tr>
<td>Autonomy</td>
<td>13.85</td>
<td>13.36</td>
<td>11.27</td>
<td>13.07</td>
<td>12.63</td>
</tr>
<tr>
<td>Collaboration</td>
<td>14.36</td>
<td>16.10</td>
<td>14.16</td>
<td>15.31</td>
<td>14.46</td>
</tr>
<tr>
<td>Experimentation</td>
<td>15.66</td>
<td>17.62</td>
<td>15.17</td>
<td>14.63</td>
<td>13.81</td>
</tr>
</tbody>
</table>

Table-3: Comparative Analysis of Organizations for OCTAPACE Dimensions

The collected & tabulated primary data have been analyzed and interpreted using the following hypothesis. For testing first hypothesis, calculated mean weighted scores of each
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Sample organizations were rated according to the prescribed scale of OCTAPACE Culture for middle management personnel questionnaire, and for testing the second hypothesis one way classification of ANOVA (Analysis of Variance) was used.

3.10 Analysis and Interpretation

3.10.1 Hypothesis 1: Organizations under study are having excellent OCTAPACE Culture for middle management personnel

3.10.1.1 Hypothesis Testing:

As has already been discussed through comparative analysis table, following are the Organization wise conclusions for OCTAPACE profile questionnaire for Middle management Personnel.

**IM:** OCTAPACE Culture in IM Computing Services was found to be ‘Excellent’ for Openness dimension and ‘Very Good’ for other seven dimensions; therefore hypothesis is accepted for openness dimension and rejected for other dimensions.

**SU:** OCTAPACE Culture in SU was found to be ‘Excellent’ for Confrontation and Experimentation dimensions and ‘Very Good’ for other six dimensions; therefore hypothesis is accepted for Confrontation and Experimentation dimensions and rejected for others.

**IB:** OCTAPACE Culture in IB was found to be ‘Very Good’ for all the dimensions and not ‘Excellent’ therefore hypothesis is rejected.

**AR:** OCTAPACE Culture in AR was found to be ‘Very Good’ for all the dimensions and not ‘Excellent’ therefore hypothesis is rejected.

**VS:** OCTAPACE Culture in VS was found to be ‘Very Good’ for all the dimensions and not ‘Excellent’ therefore hypothesis is rejected.

3.10.2 Hypothesis 2: Organizations under study do not differ significantly in their OCTAPACE Culture for Middle management Personnel.

3.10.2.1 Hypothesis Testing

Annexure-I represents one-way classification of ANOVA. The one way ANOVA depicts that calculated significant values for Openness, (0.000<0.05) Trust (0.023<0.05) Autonomy (0.013<0.05) comes out to be less than 0.05 significant level. The calculated values for Collaboration (0.439>0.05), Authenticity (0.220>0.05), Proactivity (0.815>0.05), Confrontation (0.746>0.05), Experimentation (0.535>0.05) comes out to be more than (0.05) significant level. Therefore Hypothesis 2 is rejected as some parameters of OCTAPACE culture are significantly differs in five organizations under study.

The analysis clearly states that openness, Trust and autonomy don’t differ significantly in the five IT organizations under study. Hypothesis 2 (a), Hypothesis 2 (c) and Hypothesis 2 (g) are accepted. Calculated significant values for Collaboration (0.439>0.05), Authenticity (.220>0.05), Proactivity (0.815>0.05), Confrontation (0.746>0.05), Experimentation (0.535>0.05) comes out to be more than 0.05 significant level, which means that confrontation, collaboration, Authenticity, Proactivity and Experimentation differ significantly in the organizations under study. Hence Hypothesis 2 (b), Hypothesis 2 (d) Hypothesis 2(e) Hypothesis 2(f) and Hypothesis 2(h) are rejected.
4. Recommendations & Suggestions

Organizational culture should be such where exemplary followers flourish. HRD Culture and climate in SU Information system and IM Computing Services was found to be good. To make it better, top management may plan an integrated HRD system for the growth of the organization along with the employee development.

In IM, more emphasis should be laid on employee welfare especially for middle management so that they can save their mental energy for work. A mechanism for rewarding good work is the major area of concern in SU. There should be proper reward system in this organization.

In IB, there is a lack of openness and Autonomy is the major areas of concern. It has been described that ‘HRD is like a flower in bloom to be experienced’. Subordinates are like blooming buds. Managers should nurture and nourish the blooming buds to take their full shape into flowers and spread the fragrance across the organization.

In AR, top management should take active interest in the development of Middle management personnel and should devote more time and resources for the same.

In VS, HRD culture and climate is not very much conducive for the employees. Top Management should take necessary steps for making the climate conducive for the employees, especially for middle management personnel. Middle management Personnel should be motivated enough to get involved in the business development matters. Communication and involvement are the two factors, critical for the success of any organization. A mechanism for rewarding good work is the major area of concern in SU Information system. In AR, top management should take active interest in the development of Middle management personnel and should devote more time and resources for the same. To make Middle management personnel more professional, especially in IB, AR and VS: methods such as Total Quality Management, Quality Circles, Re-engineering etc. may be given more emphasis for improving their Functioning.

5. Conclusion

On the basis of analysis it is concluded that-

OCTAPACE Culture in IM Computing Services was found to be ‘Excellent’ for Openness dimension, therefore hypothesis is accepted for openness dimension and rejected for other dimensions. In SU it was found to be ‘Excellent’ for Confrontation and Experimentation dimensions, therefore hypothesis is accepted for Confrontation and Experimentation dimensions and rejected for others. In IB it was found to be ‘Very Good’ for all the dimensions and not ‘Excellent’ therefore hypothesis is rejected. For AR hypothesis is rejected. For VS also the hypothesis is rejected.

Organizations under study do not differ significantly in their OCTAPACE Culture for Middle management Personnel. On the basis of analysis the Hypothesis stands Rejected. The hypotheses for Openness, Trust and Collaboration the outcomes of analysis suggest that there is no significant difference in these dimensions for all the organizations under study. For dimensions like Confrontation, Authenticity, Pro-activity, Autonomy and experimentation the hypotheses are rejected for the organizations under study. It means there is a significant difference in the dimensions mentioned for the organizations under study.
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The analysis demonstrates that the employees perceive almost the same pattern in which the various values exist in the organisations. The paper reveals that there is a scope for further improvements in both the sample study organizations.

The top management should promote and imbibe culture among the employees to feel free to discuss their ideas, activities and feelings about the area of their operations related to their job description. The employees should be given training in developing confrontation abilities and approaches for the creative problem solving. The management should exhibit a very high level of authenticity implying that what it says, it means and what it means, it says. Accepting people at their face value and trusting their words and approach in the true spirit promotes authenticity.

Deliberate attempts should be made for further development of organizational ethos: Openness, Confrontation, and Trust among employees, Authenticity, Pro action, Autonomy, Collaboration, and Experimentation. Integrity, efficiency, honesty and truthfulness should be encouraged in the organizations. Honesty, sincerity and dedication to work, are the three important traits that middle management personnel should possess in order to be effective and which is essential for their future development. Rewards, incentives and adequate publicity for exemplary conduct, work and innovations of marketing personnel should be awarded frequently.

Annexure-1

<table>
<thead>
<tr>
<th>AMOVA</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPENNESS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>32,031</td>
<td>4</td>
<td>8,016</td>
<td>13,556</td>
<td>.002</td>
</tr>
<tr>
<td>Within Groups</td>
<td>87,299</td>
<td>149</td>
<td>592</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>119,330</td>
<td>153</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COLLABORATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>2,208</td>
<td>4</td>
<td>552</td>
<td>9.96</td>
<td>.439</td>
</tr>
<tr>
<td>Within Groups</td>
<td>84,054</td>
<td>149</td>
<td>564</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>86,262</td>
<td>153</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRUST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>9,302</td>
<td>0</td>
<td>2,328</td>
<td>2,934</td>
<td>.023</td>
</tr>
<tr>
<td>Within Groups</td>
<td>114,844</td>
<td>149</td>
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<td>Total</td>
<td>124,146</td>
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<tr>
<td>AUTHENTICITY</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Between Groups</td>
<td>9,402</td>
<td>0</td>
<td>2,351</td>
<td>1,455</td>
<td>.220</td>
</tr>
<tr>
<td>Within Groups</td>
<td>234,791</td>
<td>149</td>
<td>1,610</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>244,193</td>
<td>149</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>PROACTIVITY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>1,024</td>
<td>4</td>
<td>256</td>
<td>300</td>
<td>.115</td>
</tr>
<tr>
<td>Within Groups</td>
<td>94,959</td>
<td>149</td>
<td>654</td>
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<td></td>
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<tr>
<td>Total</td>
<td>96,983</td>
<td>153</td>
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<tr>
<td>AUTONOMY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>11,093</td>
<td>0</td>
<td>2,973</td>
<td>3,284</td>
<td>.013</td>
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<tr>
<td>Within Groups</td>
<td>131,900</td>
<td>149</td>
<td>905</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>143,993</td>
<td>149</td>
<td></td>
<td></td>
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<tr>
<td>CONFRONTATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>2,024</td>
<td>4</td>
<td>506</td>
<td>480</td>
<td>.745</td>
</tr>
<tr>
<td>Within Groups</td>
<td>215,814</td>
<td>149</td>
<td>1,449</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>217,838</td>
<td>149</td>
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<tr>
<td>EXPERIMENTATION</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>2,490</td>
<td>4</td>
<td>623</td>
<td>708</td>
<td>.535</td>
</tr>
<tr>
<td>Within Groups</td>
<td>113,024</td>
<td>149</td>
<td>759</td>
<td></td>
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5.1 Limitations and scope
The scope of the present study is limited to the city of Indore because of the availability of the resources and growing number of IT companies. For the purpose of studying the OCTAPACE culture leading IT companies of Indore are taken in to consideration but these companies are novice as compared to the established well known software giants of India. Further the tenure of employment of the employees subject to present study is quite stable and they have well developed and stable systems. Personal interests of employees are not taken into consideration. HRD practices of the organizations differ from institute to institute and thus the result may vary. This is a pioneering study on this topic hence limited up to fundamental domain.

5.2 Further areas of research

There remains a scope and gap for further research in this domain of knowledge. It can be extended to regional, national level and to other professionally managed organizations. New variables can be developed taking in to account the other aspects of HRD culture. Further research can be done by developing a suitable model to test the contribution of each variable on dependent variables. In brief, it can be suggested that replication of this study on other randomly selected IT organizations, and comparative analysis of IT organizations with other organizations can be made. Also further study can be done to identify the performance indicators of various categories of IT professionals with a view to evolve performance appraisal system and the training policy/designs for marketing personnel.

5.3 Nomenclature

HRD Human Resource Development
IT Information Technology
ITeS Information Technology Enabled Services

6. References


