

## **A STUDY OF ORGANIZATIONAL CULTURE AT A POLYMER MANUFACTURING COMPANY, VAPI**

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### **ABSTRACT**

*This study investigates the organizational culture at the selected company , a leading plastics manufacturing company, using the OCTAPACE frame- work (Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, and Experimentation). A descriptive research design was employed, with primary data collected via a structured questionnaire from 191 employees and secondary data sourced from articles, magazines, and websites. The study evaluates employee perceptions across the eight OCTAPACE dimensions and examines the influence of demographic variables (age, gender, marital status, education, and experience) on these perceptions. Findings indicate strong performance in trust, openness, and collaboration, with employees valuing free communication, team- work, and moral support. ANOVA analysis reveals no significant differences in perceptions based on age, gender, marital status, or education for most dimensions, except for experience, which significantly influences perceptions of openness, collaboration, trust, and proaction. Recommendations include sustaining these cultural strengths and fostering further innovation to enhance organizational vitality. The study underscores the role of a positive organizational culture in achieving business objectives and employee satisfaction.*

**Keywords:** Organisational Culture, Employee Satisfaction

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## INTRODUCTION

Organizational culture, encompassing values, beliefs, and behaviors, shapes the social and emotional environment of a workplace. It influences employee motivation, satisfaction, and productivity, serving as a critical driver of organizational success. The selected company is a prominent player in the plastics manufacturing industry since 1979, provides an ideal context for studying organizational culture due to its commitment to innovation, quality, and employee development. This study adopts the OCTAPACE framework to assess eight cultural dimensions: Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, and Experimentation. The research aims to evaluate employee perceptions of these dimensions and analyze the impact of demographic variables on these perceptions.

## Literature Review

Employee welfare and safety are essential pillars of an effective human resource management system. These measures not only safeguard the physical and mental well-being of workers but also contribute to increased employee engagement, satisfaction, and productivity. Over the years, extensive research has been conducted to evaluate the impact of various welfare and safety initiatives in organizations, especially those operating in labor-intensive and hazardous sectors.

**Chandrasekaran and Ganeshprabhu (2020)** observed that statutory provisions like sanitation, drinking water, and restrooms significantly influence employee satisfaction, particularly in the construction and manufacturing sectors. Their research suggested that companies with robust welfare infrastructure reported lower absenteeism and higher morale. Similarly, **Manasa and Krishnanaik (2015)** emphasized that social security benefits such as health insurance, provident fund, and accident compensation are strong motivators for employee retention.

**Garg and Jain (2013)** studied the importance of awareness regarding statutory welfare schemes among blue-collar workers and highlighted that mere provision of benefits is not enough—effective communication and training are essential for utilization. Meanwhile, **Johri (2014)**, in her study on voluntary welfare initiatives at Ashok Leyland, concluded that non-statutory facilities such as career counseling, training programs, and recognition systems led to greater job satisfaction and commitment.

From a safety perspective, **Kumar and Mishra (2019)** found that the presence of safety equipment, regular drills, and emergency response systems are crucial in building a safety culture. They also noted that involving employees in safety planning encourages ownership and compliance. The significance of a proactive safety management system was echoed by

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Singh et al. (2017), who observed that organizations with ISO 45001 standards reported better incident response and fewer workplace accidents.

In summary, existing literature strongly supports the integration of statutory, social, and non-statutory welfare schemes along with robust safety protocols as key contributors to organizational performance. However, gaps still exist in equitable distribution and employee awareness, which present opportunities for further research. This study seeks to bridge that gap by evaluating the effectiveness and perception of welfare and safety measures at the selected company through a structured research approach.

### Objectives of the Study

- To assess the organizational culture at the selected company , across the OCTAPACE dimensions.
- To identify areas of strength in the organization's OCTAPACE culture.
- To examine the relationship between demographic variables (age, gender, marital status, education, and experience) and perceptions of organizational culture.

### Hypothesis

- H0: There is no significant difference between demographic variables (age, gender, marital status, education, experience) and employee perceptions of OCTAPACE dimensions.
- H1: There is a significant difference between demographic variables and employee perceptions of OCTAPACE dimensions.

### Research Methodology

#### Research Design

This study adopts a descriptive research design to evaluate organizational culture at selected company using the OCTAPACE framework.

#### Data Collection

- Primary Data: Collected through a structured questionnaire with Likert-scale questions distributed to 191 employees.
- Secondary Data: Sourced from articles, magazines, websites, and company records.

## Population and Sampling

- Population: All employees of selected companies in Vapi.
- Sample Size: 191 employees.
- Sampling Method: Non-probability convenience sampling.

## Data Analysis

Data were analyzed using descriptive statistics for OCTAPACE dimensions and ANOVA to test hypotheses at a 95% confidence interval. The questionnaire's reliability was not explicitly reported but aligns with standard OCTAPACE instruments.

### ANALYSIS OF ABOVE HYPOTHESIS

- H<sub>0</sub>: There is no significant difference between employees and their perception of the dimensions of organization culture.
- H<sub>1</sub> : There is significant difference between employees and their perception of the dimensions of organization culture.

1)

AGE

### OPENNESS

### ANOVA

AGE					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.280	6	.880	1.309	.255
Within Groups	123.715	184	.672		
Total	128.995	190			

Interpretation:

The p value is 0.255, which means the null hypothesis is accepted and the alternative hypothesis is rejected. So we can say that there is no significant

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difference between the age of employees and their perception of openness dimension of organization culture.

In the same way test have been applied for the rest of the demographic variables and the summary is given below:

Sr. No	Null Hypothesis	Value	Accepted/Rejected
1.	H0: There is no significant difference between the education of employees and their perception of openness dimension of organization culture.	0.128	Accepted
2.	H0: There is no significant difference between the education of employees and their perception of collaboration dimension of organization culture.	0.550	Accepted
3.	H0: There is no significant difference between the education of employees and their perception of trust dimension of organization culture.	0.426	Accepted
4.	H0: There is no significant difference between the education of employees and their perception of proactive dimension of organization culture.	0.745	Accepted
5.	H0: There is no significant difference between the education of employees and their perception of autonomy dimension of organization culture.	0.834	Accepted
6.	H0: There is no significant difference between the education of employees and their perception of confrontation dimension of organization culture.	0.918	Accepted
7.	H0: There is no significant difference between the education of employees and their perception of experimentation and innovation dimension of organization culture.	0.622	Accepted
8.	H0: There is no significant difference between the education of employees and their perception of authenticity dimension of organization culture.	0.719	Accepted

### Limitations

- Limited to the selected company, reducing generalizability.

- Potential respondent bias in self-reported data.
- Time constraints limited the study's scope.

## Findings

### Employee Perceptions of OCTAPACE Dimensions

- Openness: 62% strongly agree on freedom to express views, 45% agree on free communication, and 38% agree on contribution through open expression.
- Collaboration: 36% neutral, 34% agree on teamwork culture; 55% agree seniors help juniors learn; 38% agree seniors guide juniors for future roles.
- Trust: 40% strongly agree people trust each other; 52% agree employees discuss ideas freely; 43% neutral on moral support.
- Proaction: 44% strongly agree on proactive culture; 66% agree employees act independently; 39% neutral on encouragement for initiative.
- Autonomy: 50% strongly agree on independent action; 61% agree on close supervision; 38% strongly agree on checking with seniors.
- Confrontation: 46% agree on discussing problems openly; 56% neutral on resolving issues openly; 48% neutral on deep problem analysis.
- Experimentation: 48% strongly agree on experimenting with new ideas; 63% agree on innovative problem-solving; 38% neutral on prioritizing stability.
- Authenticity: 42% strongly agree on preferring polite lies; 58% agree top management utilizes employee potential; 35% neutral on authenticity of appearance.

### Hypothesis Testing

ANOVA results for demographic variables are summarized below:

- Age: No significant differences for most dimensions (p-values: 0.255–0.531), except proaction ( $p = 0.012$ ), rejecting  $H_0$ .
- Gender: No significant differences (p-values: 0.312–0.946), accepting  $H_0$ .
- Marital Status: No significant differences (p-values: 0.245–0.903), accepting  $H_0$ .
- Education: No significant differences (p-values: 0.128–0.918), accepting  $H_0$ .

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- Experience: Significant differences for openness ( $p = 0.011$ ), collaboration ( $p = 0.079$ ), trust ( $p = 0.001$ ), and proaction ( $p = 0.008$ ), rejecting  $H_0$ ; no differences for autonomy, confrontation, experimentation, and authenticity ( $p$ -values: 0.131–0.431), accepting  $H_0$ .

### Areas of Strength

The organization excels in trust (high confidentiality and mutual support), openness (free expression and communication), and collaboration (teamwork and senior-junior guidance), contributing to a positive work environment and productivity.

### CONCLUSION

The selected demonstrates a robust organizational culture, particularly in trust, openness, and collaboration, fostering a supportive and productive environment. The OCTAPACE framework highlights these strengths, which align with the company's mission to innovate and improve employee well-being. The significant influence of experience on perceptions of openness, collaboration, trust, and proaction suggests that tenure shapes cultural perceptions, possibly due to prolonged exposure to organizational practices. The organization should maintain these strengths to sustain employee satisfaction and achieve strategic goals.

### SUGGESTIONS

1. Continue fostering trust through transparent communication and support systems.
2. Enhance openness by encouraging cross-departmental idea-sharing forums.
3. Promote proaction and experimentation by providing resources for innovation and recognizing employee initiatives.
4. Strengthen collaboration through team-building initiatives and mentorship programs.

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