

OCTAPACE ORGANIZATIONAL CULTURE

REVIEW AND SYNTHESIS

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ABSTRACT

Purpose

This paper reviews the research literature on OCTAPACE organizational culture. While this Indian approach to understanding organizational culture has been used by many Indian researchers and few international researchers, there seems to be a lack of integration of the various research papers and streams based on OCTAPACE organizational culture. This paper attempts to fill this gap by reviewing the extant research on OCTAPACE organizational culture, and structuring the findings into meaningful clusters for integrating current and future research.

Design/methodology/approach

The extant research literature related to OCTAPACE organisation culture, was reviewed. The theoretical arguments and empirical findings from the literature were grouped into meaningful clusters. Variables in these clusters were also examined for finding possible unexplored relationships.

Findings

The review of literature found that OCTAPACE organizational culture seems to be relevant and influencing important organizational outcomes. While predominantly used by Indian researchers, this framework has also been adapted and found relevance with researchers in other countries and national cultures. However, there is a lack of cross-cultural comparisons based on this framework. The paper also categorizes the extant research into meaningful clusters based on the nature and relationships of variables studied. This provides a useful basis to integrate different research studies, identify gaps in research, and design better studies to further validate some of the findings.

Research limitations/implications

The paper highlights that there is a need for more research as many possibilities for future research remain unexplored. Propositions have been suggested for some of the themes for future research. Other research ideas are also suggested for conceptual refinements through further theory building and development through empirical examination and validation. The major limitations of this paper include the use of secondary research findings. Currently the majority of researchers seem to have focussed on only a few sectors. This limits the generalizability of the findings from this review paper. Also, publication bias may be present as unpublished studies have not been covered in this review of literature.

Practical implications

The findings of this paper are very relevant for practitioners for building the right type of organization culture. The paper also establishes that organizational culture has different independent facets and cannot be treated as monolithic. The impact of different aspects of organizational culture on specific organizational outcomes is clarified. This will help practitioners deal with problems with those particular organizational outcomes. The paper further distinguishes the variation in organizational culture across industries and sectors, as well as organizational hierarchies. This provides a useful approach for organizations to deal with different employee groups effectively to achieve desirable results.

Social implications

The discussion and suggestions from this review paper are relevant for the quality of life of employees in organizations. The OCTAPACE organizational culture influences the commitment as well as engagement of employees. These aspects are important for ensuring employee wellbeing in organizations.

Originality/Value

This is the first paper to review the extant research on OCTAPACE organizational culture. The paper categorizes, integrates, and extends the findings from current research to provide a meaningful structure. This is useful for researchers to identify research gaps. This is also helpful for practitioners to measure and decide the desirable levels of each aspect of organizational culture for their respective organizations, thereby impacting important organizational outcomes including employee engagement, organizational commitment, and effectiveness of organizational leadership.

Keywords: *OCTAPACE, organizational culture, leadership, employee engagement, workforce agility.*