

## A STUDY ON ORGANIZATIONAL EFFECTIVENESS THROUGH HRD CLIMATE AT AUTO ANCILLARY UNIT, AURANGABAD, MAHARASHTRA

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### ABSTRACT

Organizational effectiveness is more concerned with the realization of organizational objectives. Organizational effectiveness is the extent to which an organization, given certain resources and means, achieves its objectives without placing undue strain on its members. For the same octapace components plays a vital role in an organization. Octapace is a tool to identify the value system. Most of the fortune 500 companies follow that. Octapace components are openness & risk taking, confrontation, trust, authenticity, pro-activity, autonomy, collaboration & experimenting. Research explores the relationship between HRD Climate and Organizational Effectiveness. Questionnaire consists of two parts. The first part consists of general information & second part consists of thirty questions based on HRD Climate (OCTAPACE). The essence of HRD Climate is the importance which it gives to the development of OCTAPACE culture in an organization. OCTAPACE culture is the prerequisite of an effective organization. It was seen that the average percentage scores are greater, that are roughly between 60% to 95% for most of the constituents of the OCTAPACE (Openness, Confrontation, Autonomy, Collaboration and Experimentation). Hence it can be said, the OCTAPACE culture of the company facilitates the HRD Climate is responsible for the organizational effectiveness of the company.

**Keyword:** Openness & risk taking, confrontation, trust, authenticity, pro-activity, autonomy, collaboration & experimenting, HRD, Organizational effectiveness

### Introduction

More important than anything else, organizational effectiveness is focused on reaching organizational goals. Long-term organizational success is also influenced by how well it works. The accomplishment of organizational goals through the execution of tasks and the use of resources is referred to as effectiveness. Each employee makes a contribution to the efficiency of the organization. Companies all over the world are becoming more and more aware of the value of their human resources. Their organizational efficiency depends heavily on this awareness. In actuality, an organization's human resource quality determines whether it succeeds or fails. The capability, competency, efficiency, and effectiveness of an organization's human resources are major determinants of its success. The HRD system is a crucial management tool for creating a strong sense of potential, competence, and responsibility among a company's employees. The organizational climate includes the HRD climate as a key component. A favorable HRD climate can aid in maintaining and developing a better HRD structure, which calls for an equitable division of duties and power among the HR staff. Rao contends that effective HRD activities and the application of HRD techniques require a conducive environment for development. An organization is probably more effective than another if it has a superior HRD climate and processes. Therefore, here an attempt has been made to study the effectiveness of an organization.

### Organizational Effectiveness

Paul. E. Mott defines effectiveness as the ability of an organization to mobilize its centers of power for action – production and adaptation.

The degree to which an organization, given specific resources and means, accomplishes its goals without inflicting an unnecessary burden on its members is referred to as organizational effectiveness.

The accomplishment of organizational goals is more important for organizational effectiveness.

The achievement of organizational goals through the execution of tasks and the use of resources is referred to as effectiveness.

Organizational effectiveness can be studied through

- Goal Approach
- Functional Approach
- Systems Resource Approach
- The Strategic Constituencies Approach
- Behavioral Approach

### Nature of Organizational Effectiveness

Organizational effectiveness results in the efficient achievement of organizational goals. Yet, it depends on how much each employee, group, and the entire organization contributes.

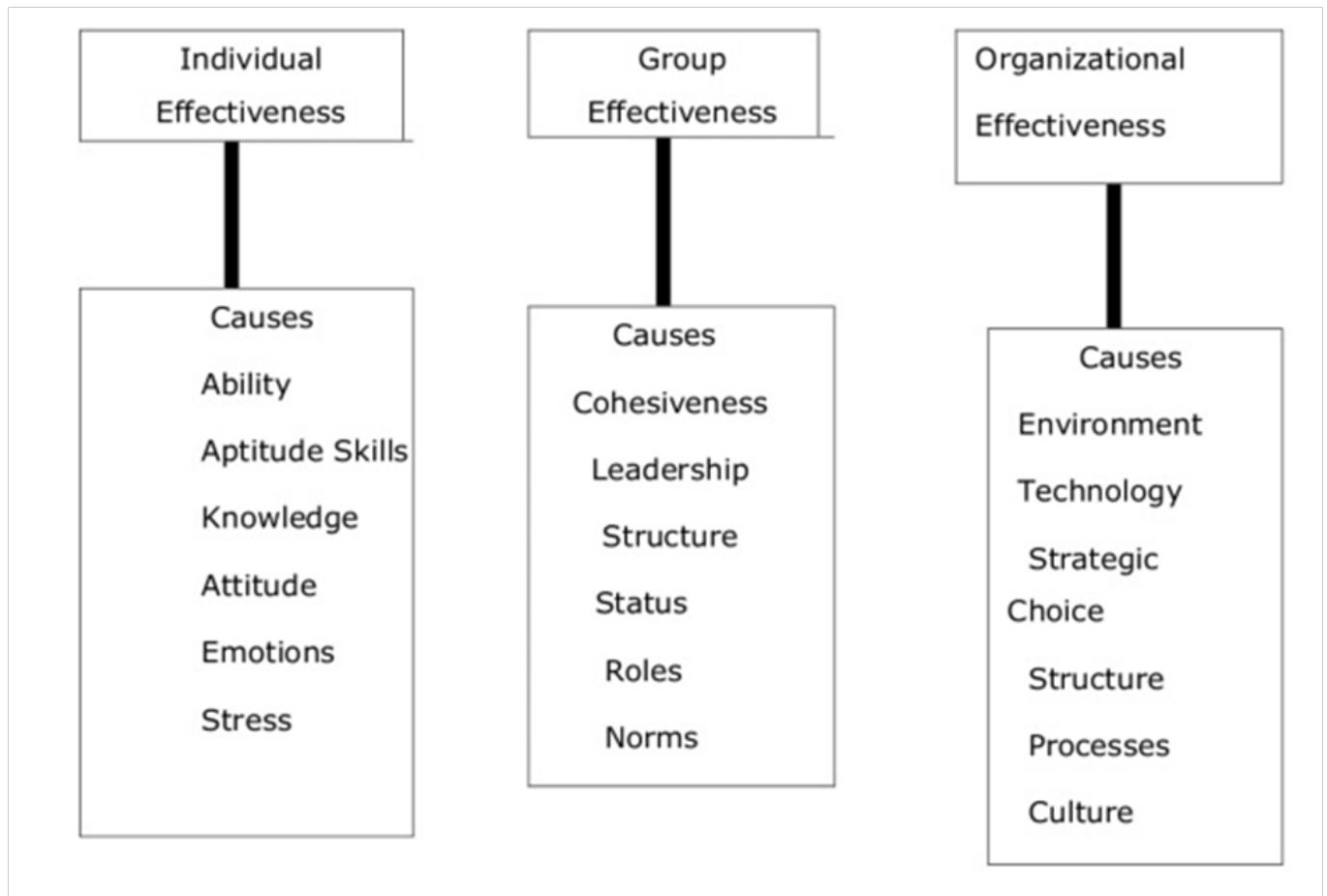


Fig.No. 1 - Nature of Organizational Effectiveness

### Human Resource Development (HRD)

The development of the organization's human resources is a concern of HRD. Development refers to enhancing the human resources' current capabilities and assisting them in acquiring new skills necessary for the accomplishment of both business and personal goals. A friendly HRD environment is crucial for honing skills and inspiring people to deliver excellent work.

An optimum level of 'HRD Climate' is essential for facilitating HRD. Such a climate is characterized as consisting of the following characteristics i.e. known as OCTAPACE.

#### OCTAPACE

For their long-term existence and sustainability, businesses today must acquire world-class competitiveness. Due to the unavoidable international competition, it is essential to meet the demands of all relevant stakeholders at once, including those relating to delivery dates, quality, production methods, equipment, safety, environmental concerns, workforce, etc. Organizations must be driven by effective and efficient HR strategies as well as management techniques.

#### OCTAPACE Components:

- Openness & Risk Taking
- Confrontation
- Trust
- Authenticity
- Pro-activity
- Autonomy
- Collaboration
- Experimenting

### Review of Literature

Enthemkuzphy and Rao (1986) employees' general lack of interest in their own growth through making an attempt to identify their strengths and limitations appears to be the main contributor to these. The majority of firms' senior management does not appear to make an effort to enhance the quality of the working environment. Another barrier appears to be the lack of encouragement given to those who have completed training programmes to put what they have learned into practice.

Logan and Patricia (1989) individual development is the fundamental element of organizational effectiveness. The development of individuals and organizations should always start with assessment of needs, program design, development and evaluation of training, organization development(OD) including change management, team building, learning organization, management development, QWL, MBO, job enrichment etc. to help of HRD progression.

Enthemkuzphy, Pareek and Rao (1991) successful organizations give their human resource development functions enough consideration. The introduction of HRD as a comprehensive system within the firm is necessary in order to reap the full benefits of it. If implemented correctly, an integrated HRD system can make a major contribution to organizational excellence, higher productivity, and favorable cultural shifts.

Enthemkuzphy (1993) HRD culture is a significant intervening factor. Effective HRD practices are based on the existence of a supporting atmosphere and culture for HRD. Average HRD climate indicators show that organizations are unable to fully implement HRD and are unable to recognize the importance of HRD in the rapidly evolving organizational environment.

Babcock and Strickland (2010) managers must make sure that staff understands their job responsibilities, as this is shown to have a direct impact on engagement. Also, responsibilities at work offer opportunity for people to use their behavior, energy, and expression in a comprehensive and simultaneous way.

Bakker (2011) employees who exhibit strong levels of positive energy and mental toughness while carrying out their duties are said to have vigour (positive affect). Employees that are engaged in their work find it stimulating and voluntarily invest their time and effort in it.

Saks (2008) employee engagement has come to be seen as a crucial component in boosting organizational effectiveness in the light of its seductive effects on organizations. Employee is conscious of the organization culture and collaborate with coworkers to enhance job performance. The productivity of the organization is directly impacted by employee engagement initiatives.

Rich (2010) analyzed how employee attitudes and performance are affected by engagement in order to investigate the effects of engagement from an internal perspective. Employees' views regarding organizational change affect how well they perform their jobs. This would facilitate employee communication about ongoing changes and help firms create strategies for organizational change that are more effective.

Biswas (2010) Job satisfaction and job participation are significant mediators in transferring the influence of the predictor variables to the criterion variables, and psychological climate is a statistically significant predictor of organizational success. Its directly connected to employee turnover in an organization.

Podsakoff (2009) the likelihood of employees fostering a social environment that encourages teamwork, helping, voice, and other major discretionary behaviors that can result in organizational effectiveness will increase. Its added knowledge about the relationship between organizational citizenship behaviour and innovative behavior in the industry.

Bakker (2008) when it comes to creativity, organizational performance, and competitive advantage within a company, individuals' active psychological states at work are more important. Employee creativity was positively correlated with increased job resources; this relationship held true for both rising structural and social job resources.

**Objectives:**

- 1) To study the concepts of Organizational Effectiveness and Human Resource Development Climate (HRD Climate) in detail.
- 2) To explore the relationship between HRD Climate and Organizational Effectiveness.

**Scope:**

- 1) This study is limited to white-collar employees only. The workers were excluded from the study as the workers mostly carry out mechanical work and also the workers are mainly governed by the union and its agreement with the management of the company.
- 2) The field staffs such as sales people were excluded from the study as they were not available.

**Research Methodology**

The research was based on descriptive study.

The data was collected mainly through primary sources. Data was collected through information from respondents (30 employees). 25% samples (30 employees of the company) were randomly selected. Questionnaire consists of 2 parts. The first part consists of general information of the employee such as age, sex, designation, department and years of experience in the company. The second part consists of 30 questions based on HRD Climate (OCTAPACE). Four point Likert Scale was used for the ratings. Questionnaire based on HRD Climate consisting of 30 objective type questions, was used for data collection from the respondents.

The 30 questions of the questionnaire were based on OCTAPACE, which is Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration and Experimentation. The internal environment or HRD Climate of the company was studied with the help of this questionnaire. The following is the distribution of the questions based on the OCTAPACE.

Openness – Q1, Q9, Q17, Q27 Confrontation – Q2, Q10, Q18, Q25, Q28 Trust – Q3, Q11, Q19

Authenticity – Q4, Q12, Q20, Q26, Q29 Proactivity – Q5, Q13, Q21 Autonomy – Q6, Q14, Q22, Q30  
Collaboration – Q7, Q15, Q23 Experimentation – Q8, Q16, Q24

**Data Analysis**

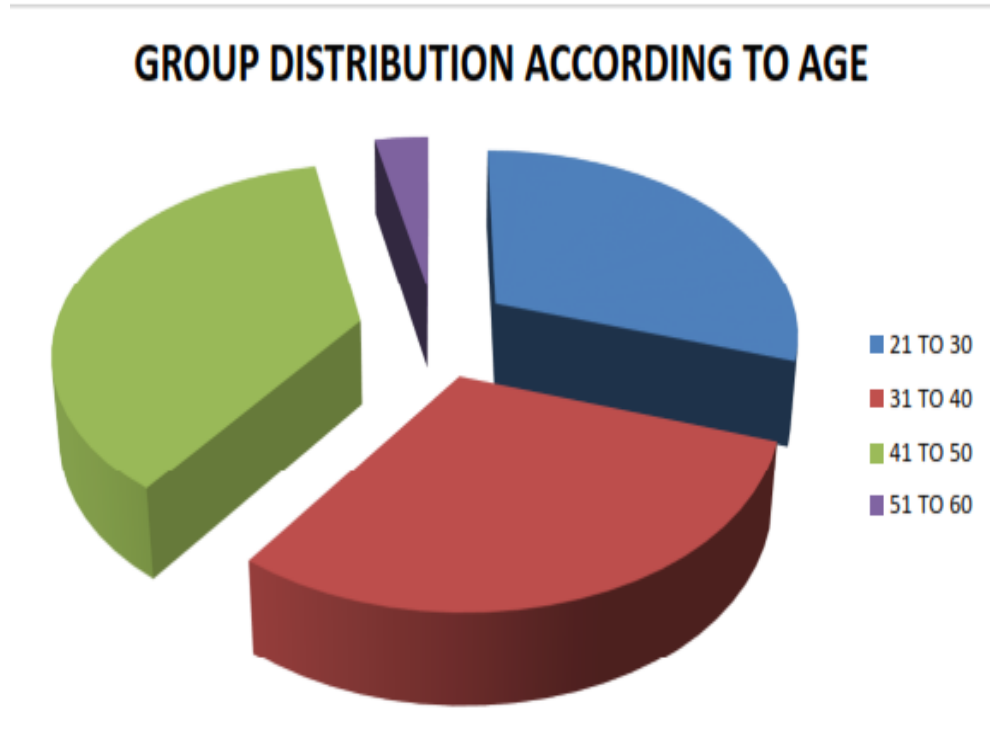
A covering note was attached to each questionnaire requesting for frank and transparent answers. Confidentiality of answers was maintained to avoid bias.

The completed questionnaires were collected by the HR department. Then all the employees were categorized according to years of experience in the company. They were grouped in 4 groups such as 1 to 5, 6 to 10, 11 to 15 and more than 15 years.

They were also grouped according to their designations in the company into 3 groups such as top level (Senior Level), middle level and low level (Junior Level).

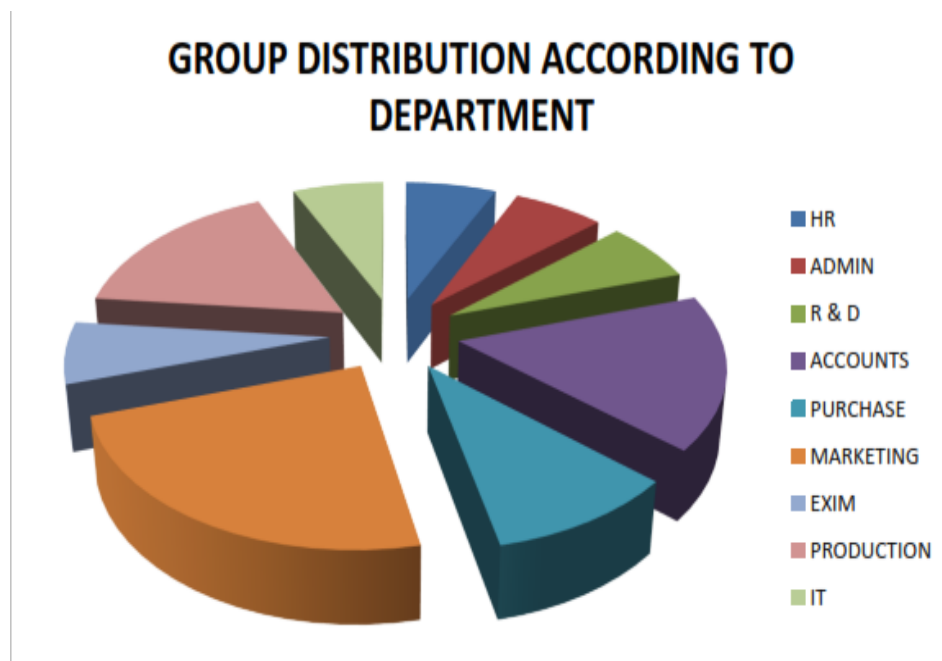
They were also grouped according to their age into 4 groups such as 21 to 30, 31 to 40, 41 to 50 and 51 to 60.

They were also grouped according to their departments such as HR, Admin, R&D, Accounts (Finance), Purchase (Materials), Marketing, EXIM, Production (Manufacturing) and IT (Information Technology). The distributions are shown here with the help of Pie Charts.



Graph No. 01 Group Distribution According to Age

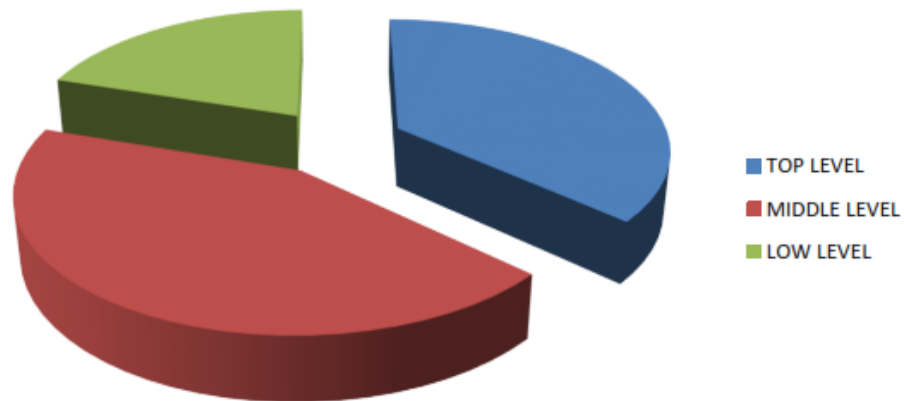
The age group 21 to 30 years consists of 9 employees, the age group 31 to 40 years also contains 9 employees, the age group 41 to 50 years consists of 11 employees and the age group 51 to 60 years represents only a single employee.



Graph No. 2 Group Distribution According to Department

HR department consists of 2 employees, Admin department consists of 2 employees, R & D (Research & Development) department consists of 2 employees, Accounts department consists of 5 employees, Purchase department consists of 3 employees, Marketing department consists of 7 employees, EXIM department consists of 2 employees, Production department consists of 5 employees and IT (Information Technology) department consists of 2 employees.

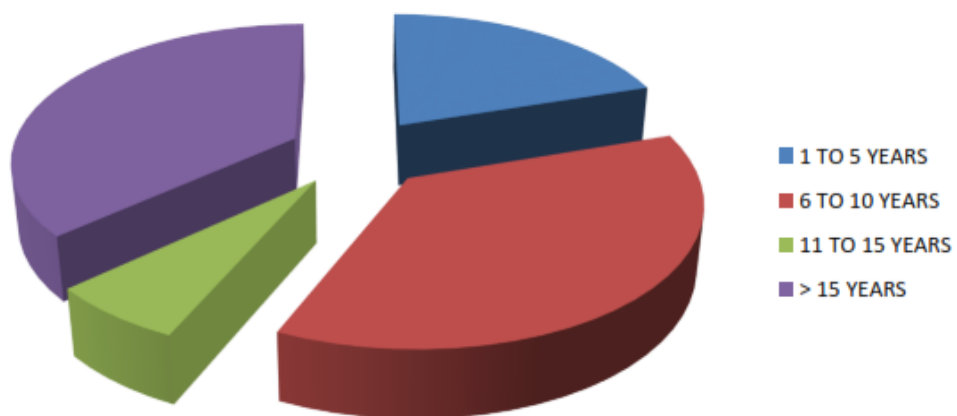
### GROUP DISTRIBUTION ACCORDING TO DESIGNATION



Graph No. 03 Group Distribution According to Designation

According to designation the top level includes 11 employees the middle level includes 13 employees whereas the low level includes only 6 employees.

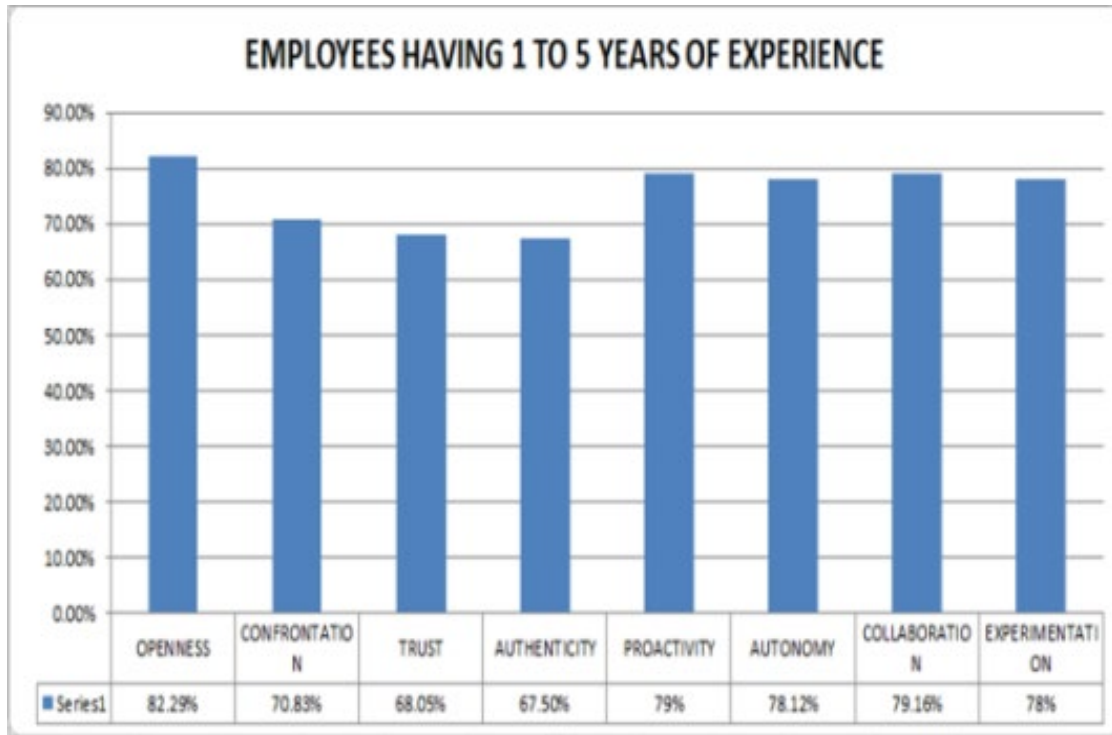
### GROUP DISTRIBUTION ACCORDING TO YEARS OF EXPERIENCE



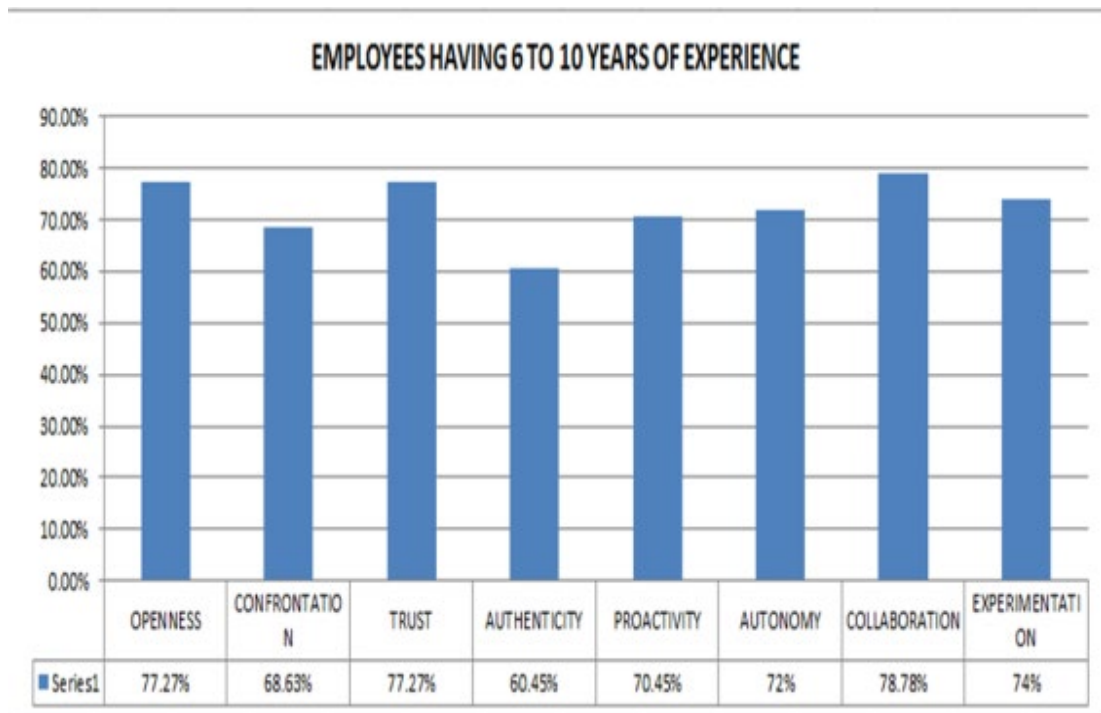
Graph No. 04 Group Distribution According to Years of Experience

6 employees have 1 to 5 years of experience in the company, 11 employees have 6 to 10 years of experience, and only 2 employees have 11 to 15 years of experience whereas 11 employees have more than 15 years of experience in the company.

Data Analysis According To OCTAPACE Based On The Responses Given By The Employees:



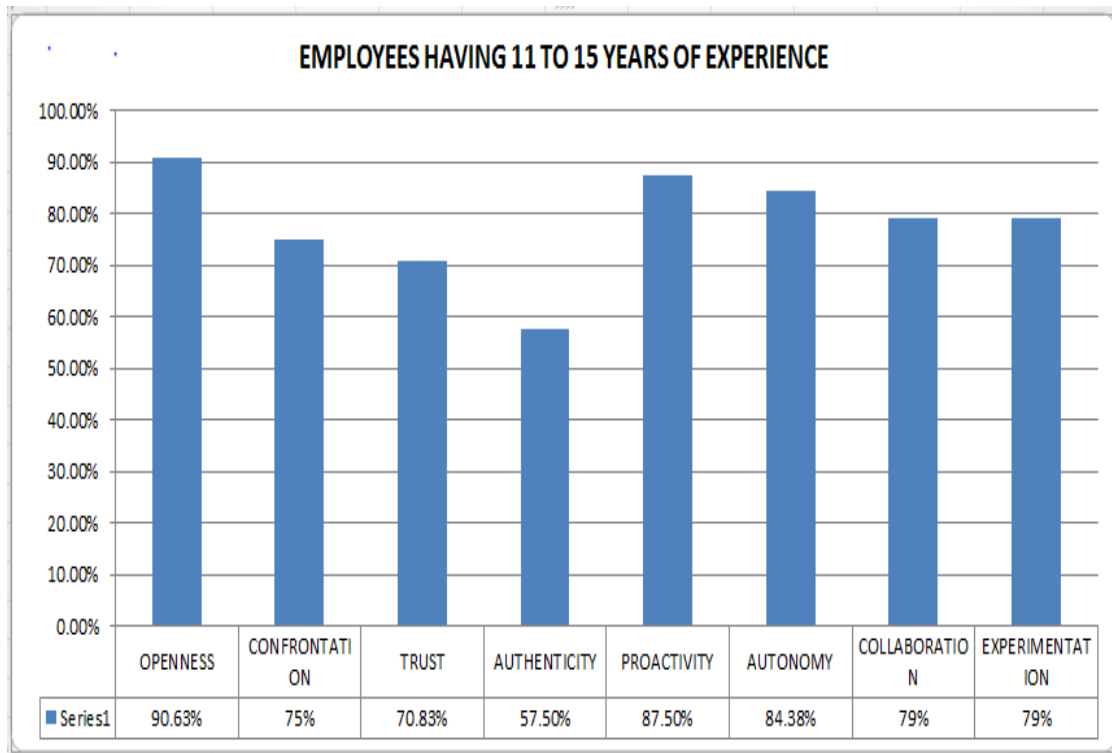
The bar chart shows the average percentages calculated on the basis of responses.



Graph No. 06 Employees Having 6 To 10 Years of Experience:

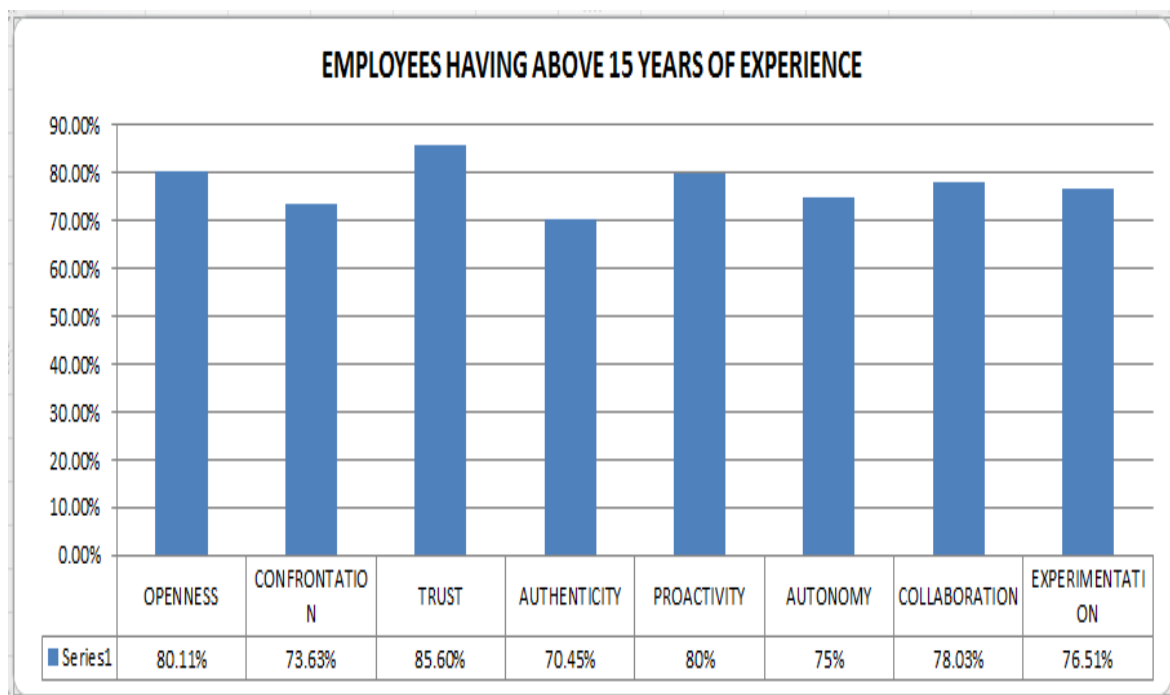
The bar chart shows the average percentages calculated on the basis of responses.





Graph No. 07 Employees Having 11 to 15 Years of experience

The bar chart shows the average percentages calculated on the basis of responses.

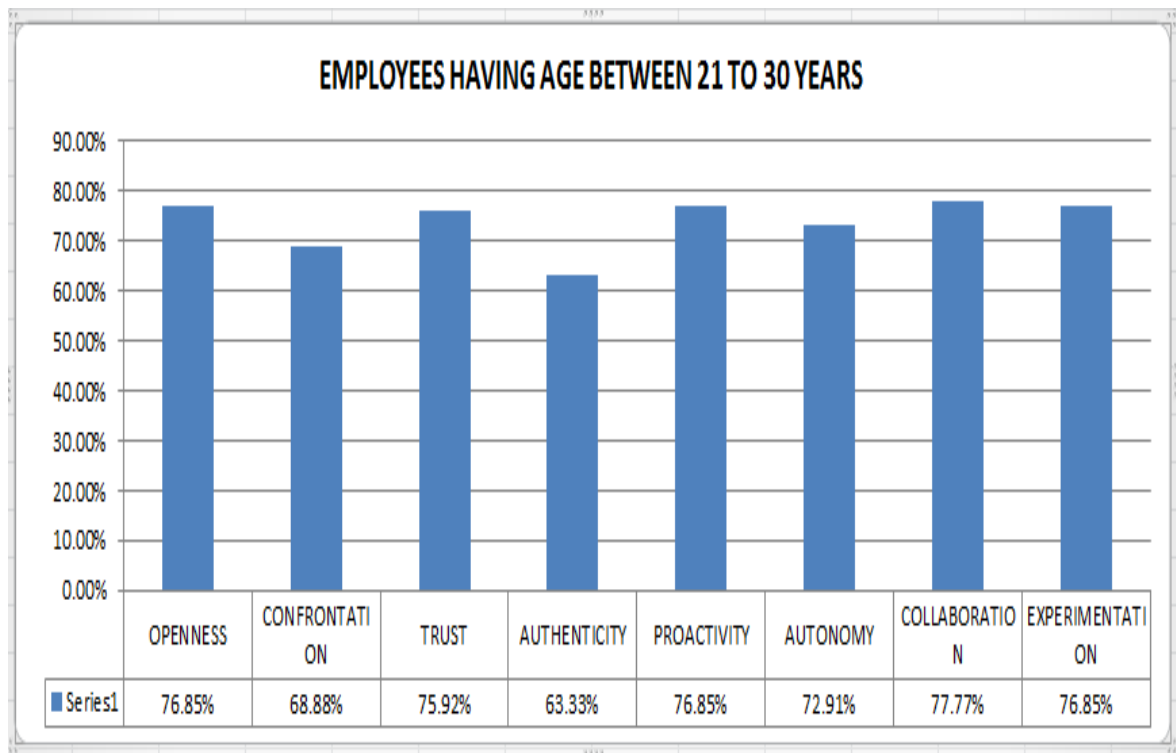


Graph No. 08 Employees Having More Than 15 Years of experience

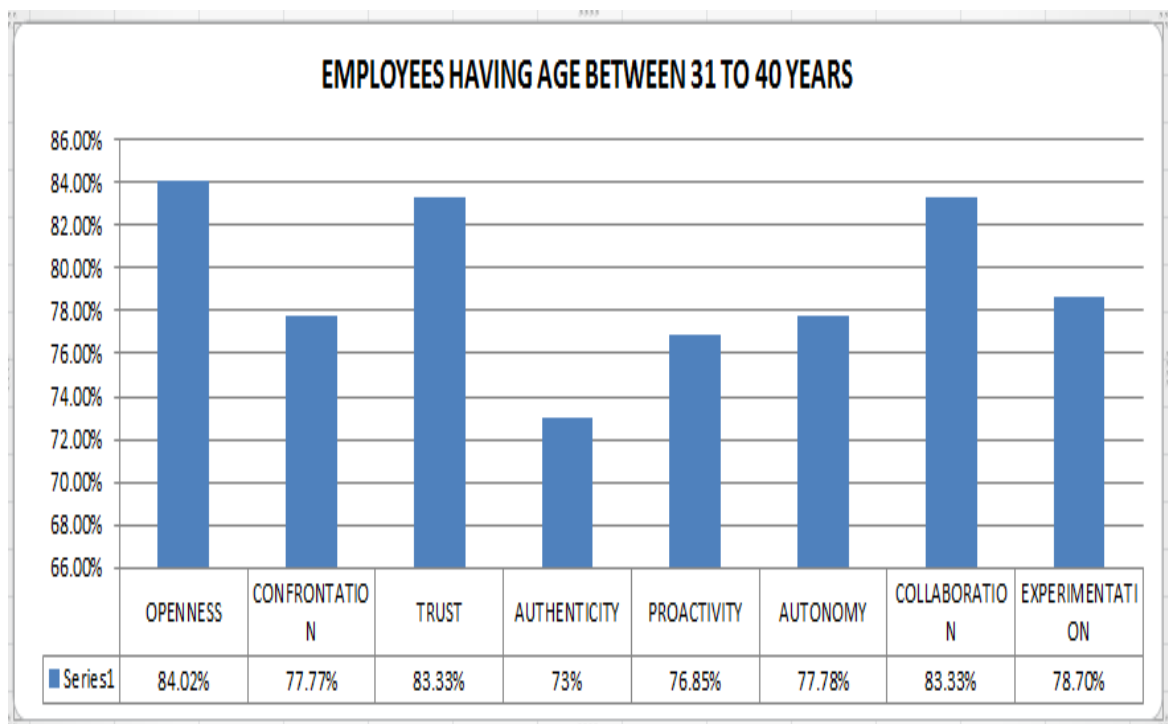
The bar chart shows the average percentages calculated on the basis of the responses.



Data Analysis According to Age of The Employees:

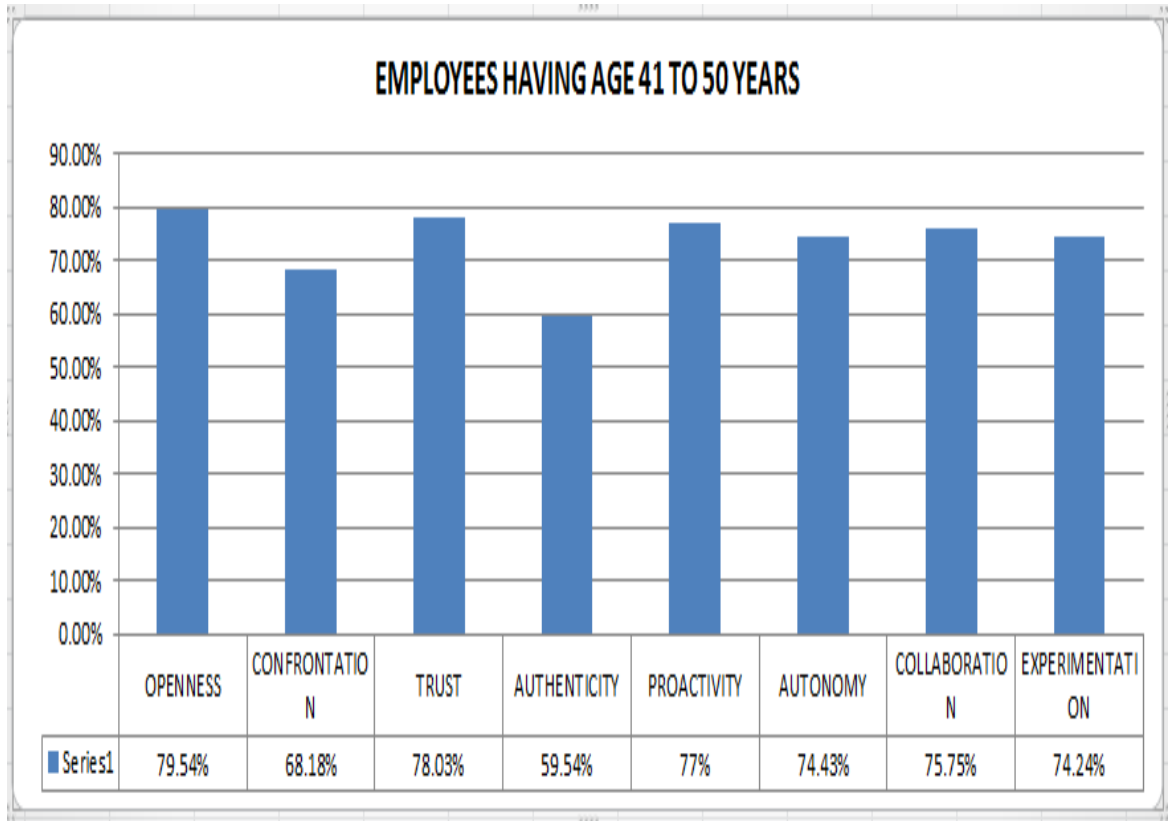


The bar chart shows the average percentages calculated on the basis of responses.



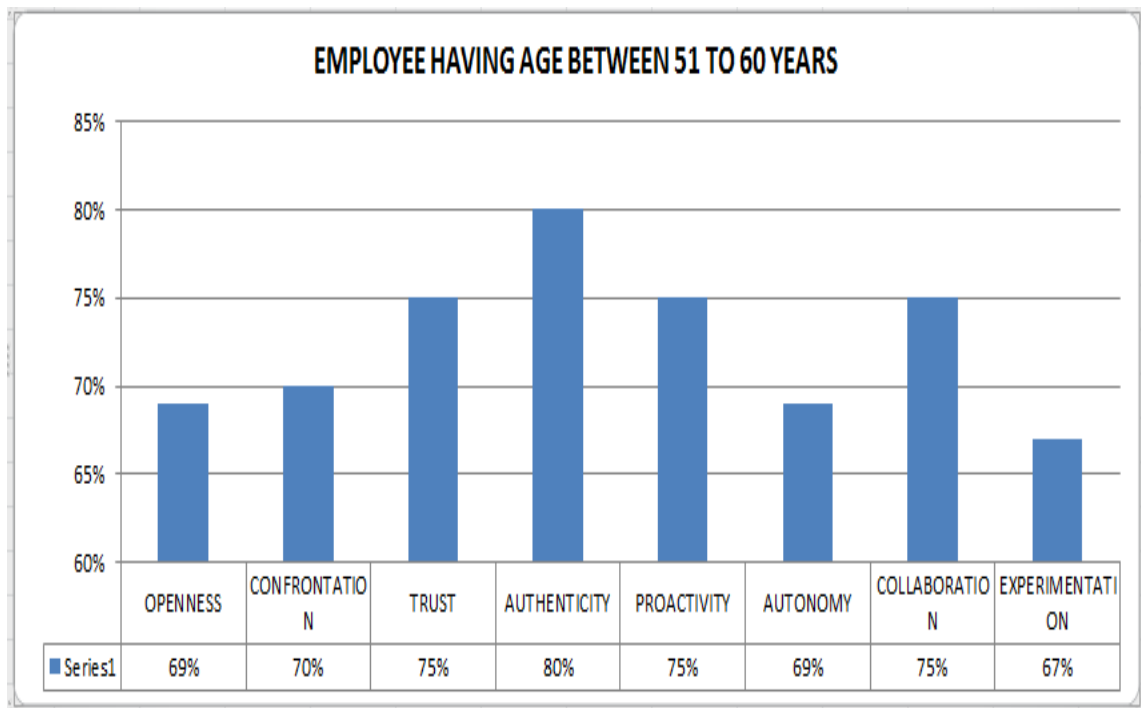
Graph No. 10 Employees Having Age Between 31 to 40 years

The bar chart shows the average percentages calculated on the basis of the responses.



Graph No. 11 Employees Having Age Between 41 to 50 years

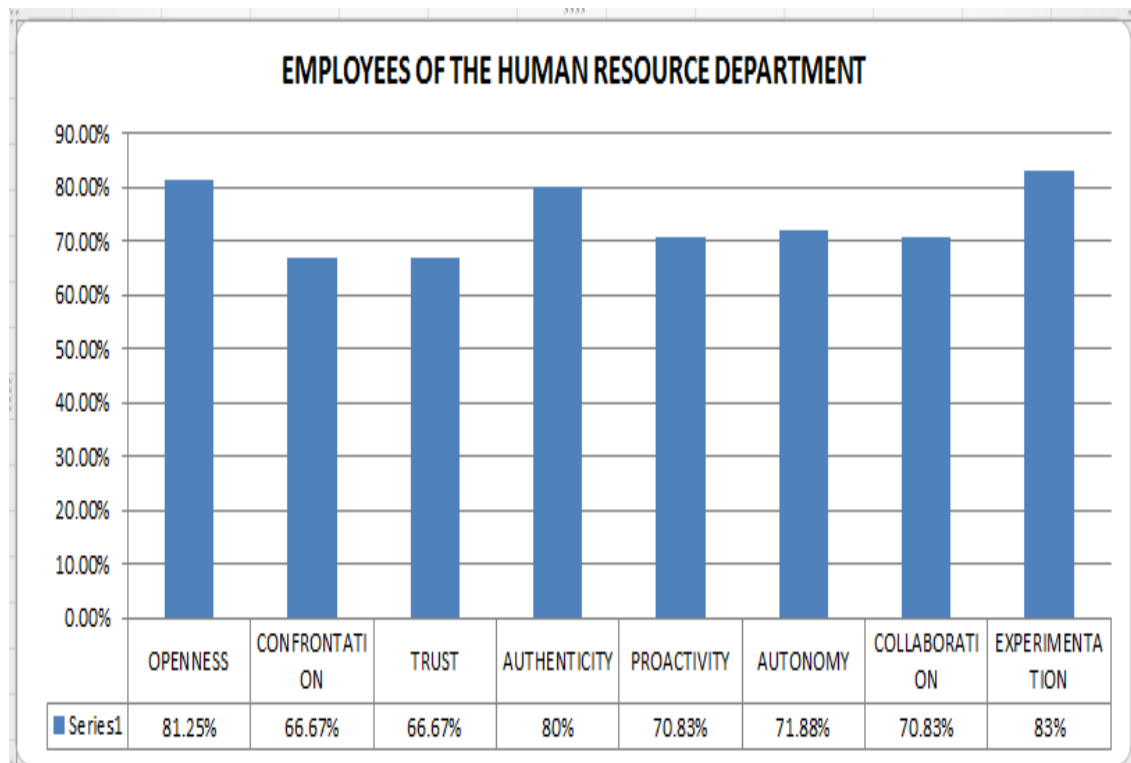
The bar chart shows the average percentages calculated on the basis of the responses.



Graph No. 12 Employee Having Age Between 51 to 60years

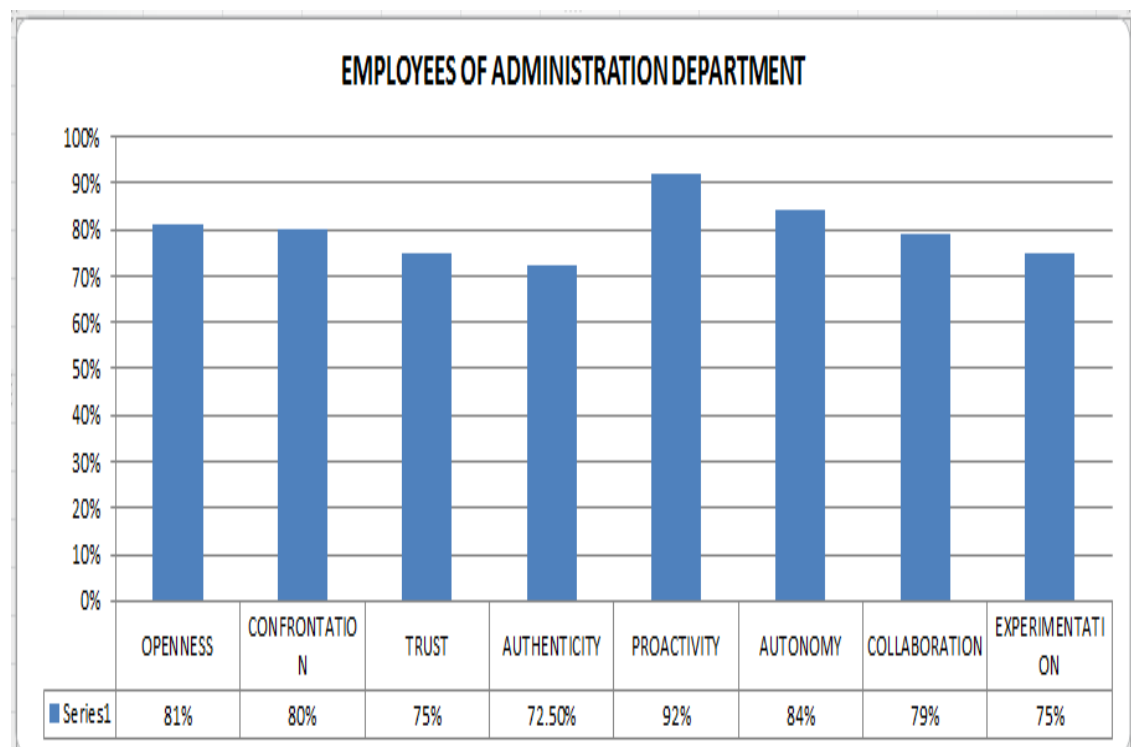
The bar chart shows the average percentages calculated on the basis of the responses.

Data Analysis According to The Departments of The Employees:



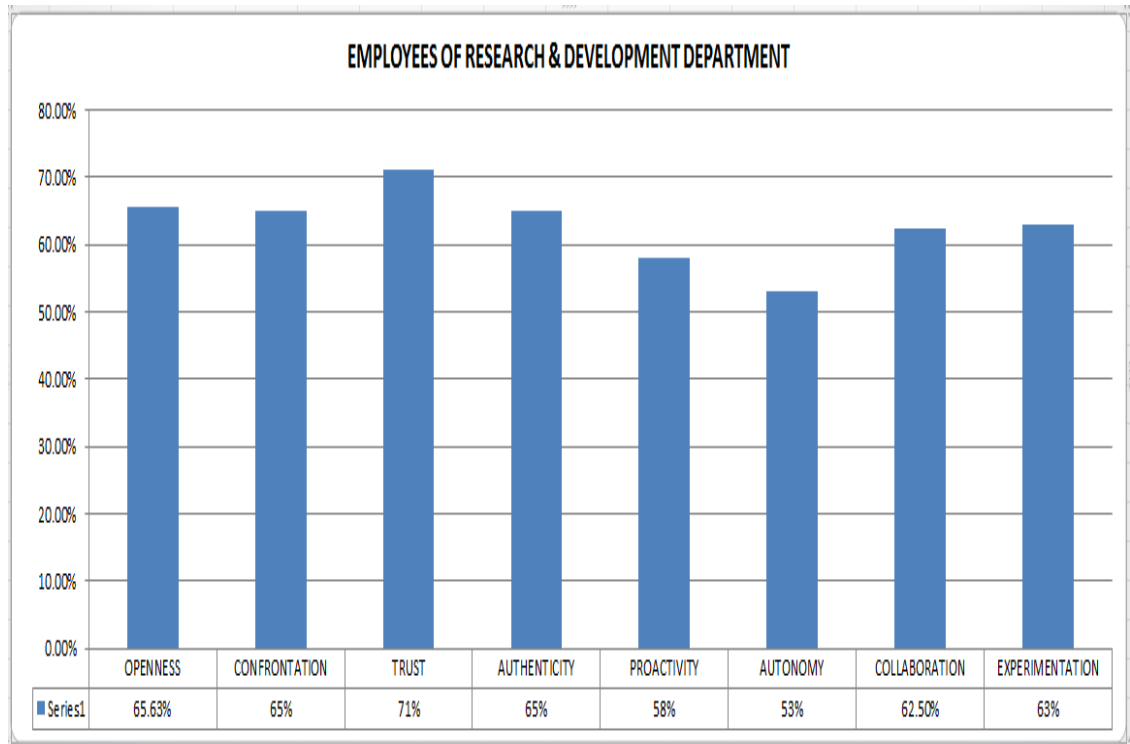
Graph No. 13 Employees of The Human Resource department

The bar chart shows the average percentages calculated on the basis of the responses.



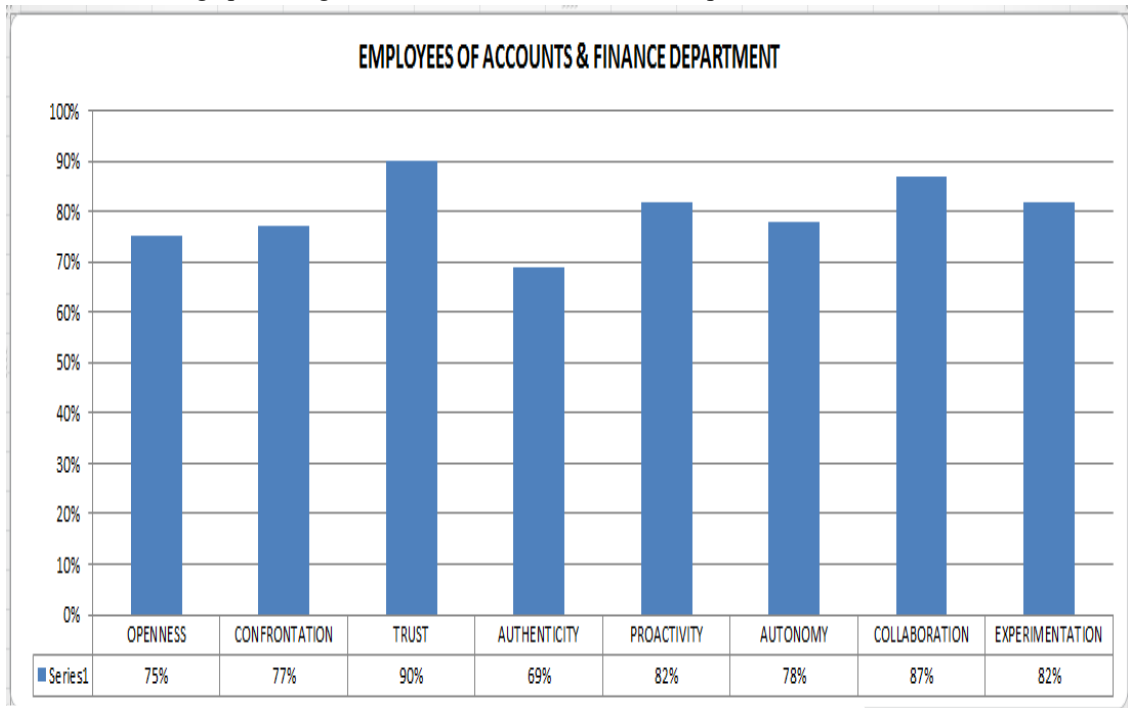
Graph No. 14 Employees of Administration Department

The bar chart shows the average percentages calculated on the basis of responses.



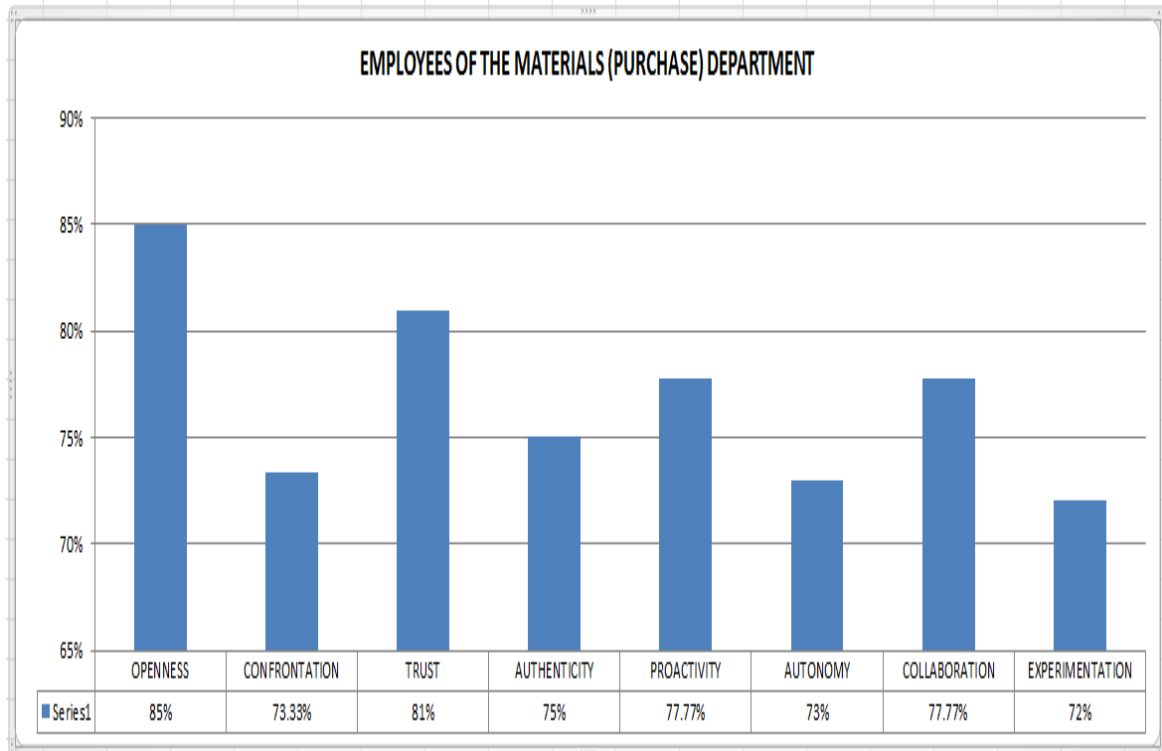
Graph No. 15 Employees of The Research & Development Department

The bar chart shows the average percentages calculated on the basis of the responses.



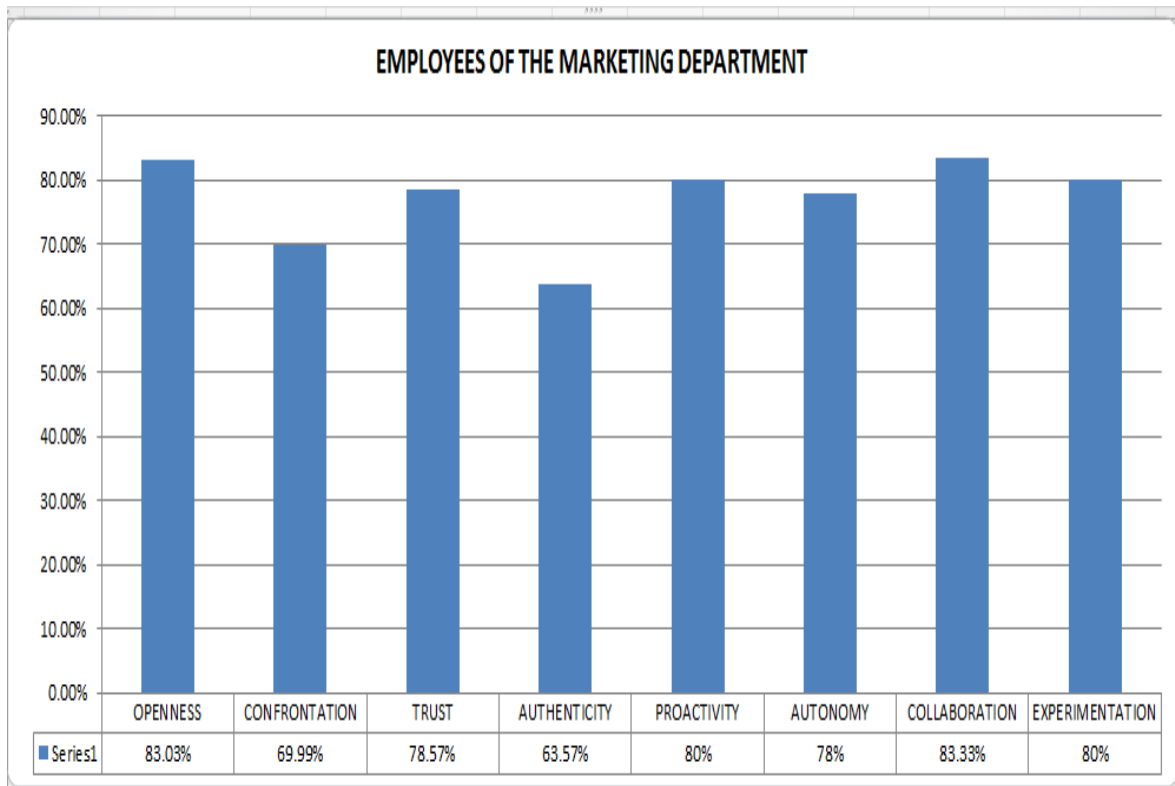
Graph No. 16 Employees of The Accounts & Finance department

The bar chart shows the average percentages calculated on the basis of responses.



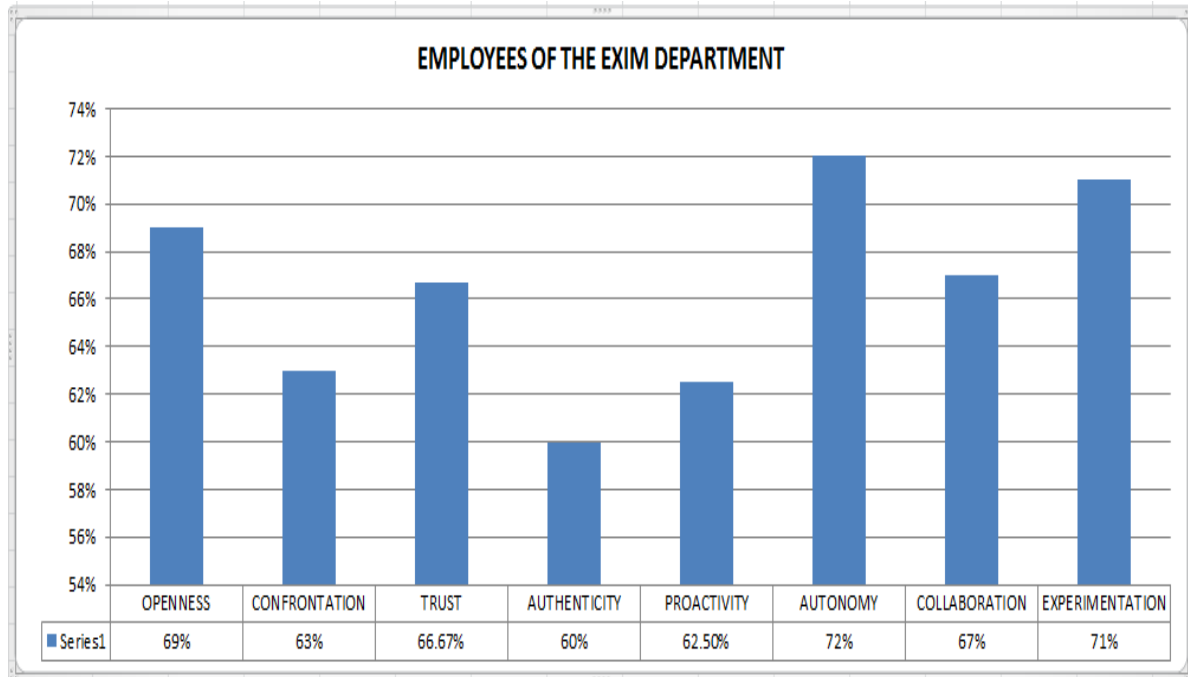
Graph No. 17 Employees of The Materials (Purchase) Department

The bar chart shows the average percentages calculated on the basis of responses.



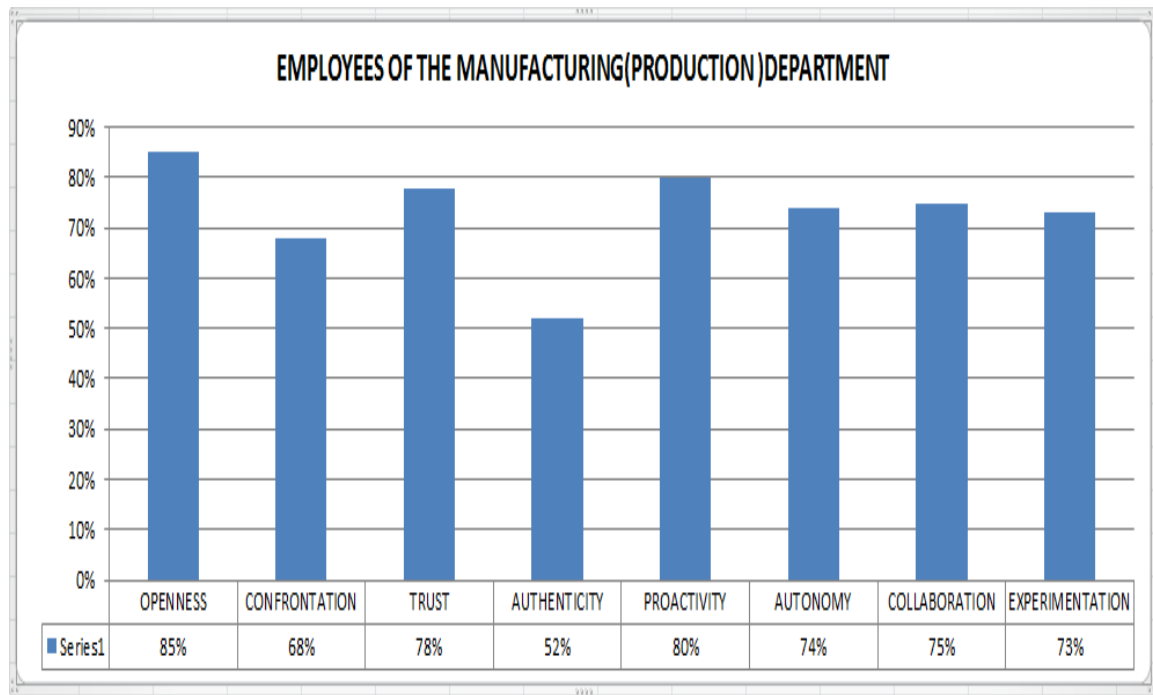
Graph No. 18 Employees of The Marketing Department

The bar chart shows the average percentages calculated on the basis of responses.

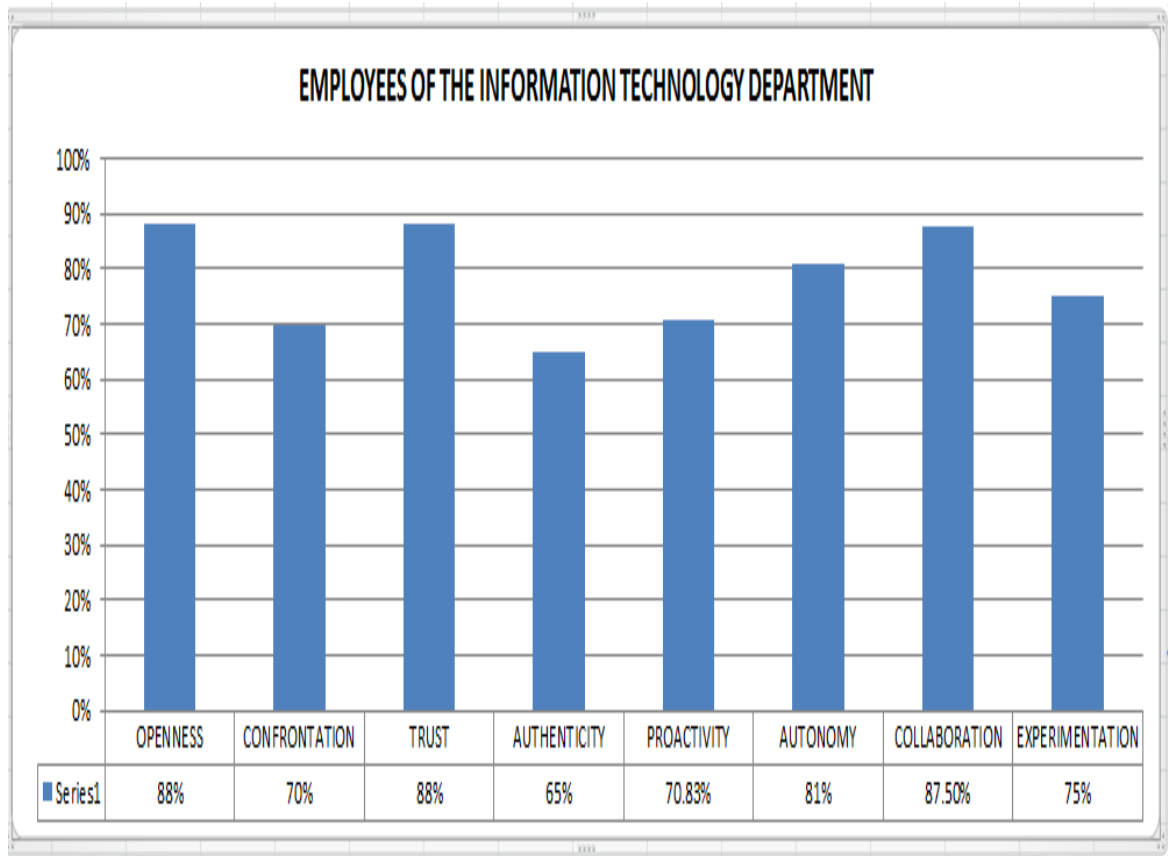


Graph No. 19 Employees of The EXIM Department

The bar chart shows the average percentages calculated on the basis of responses.

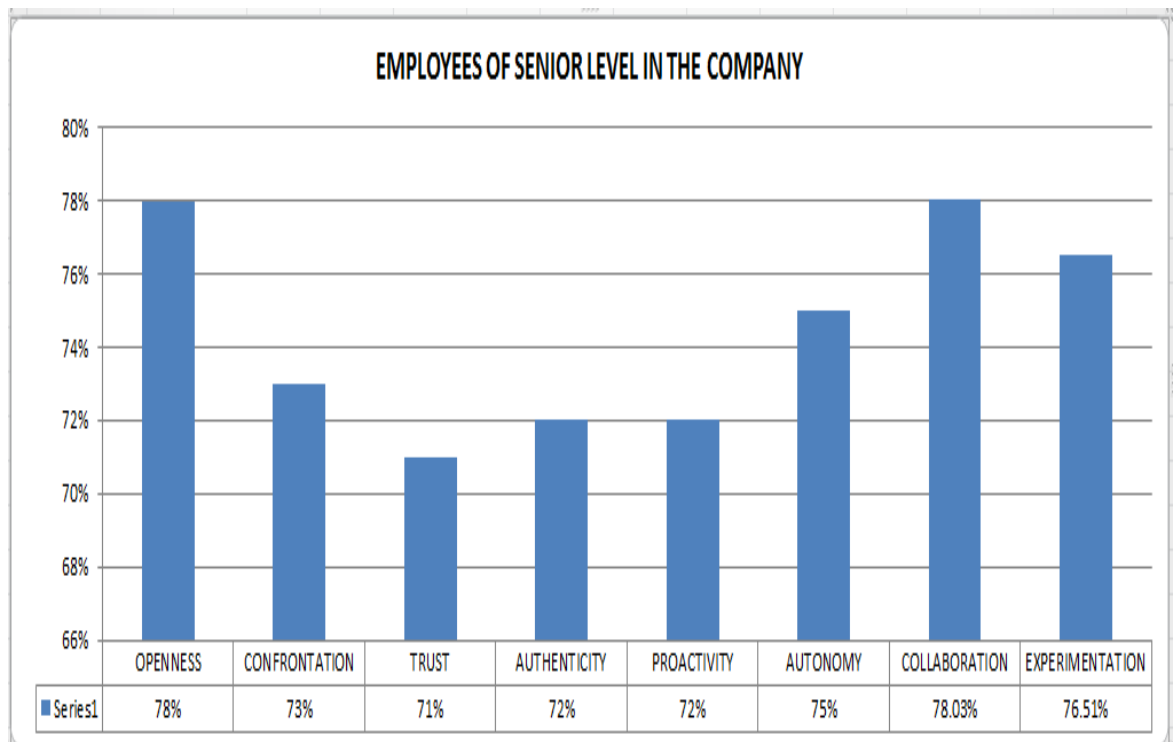


The bar chart shows the average percentages calculated on the basis of responses.



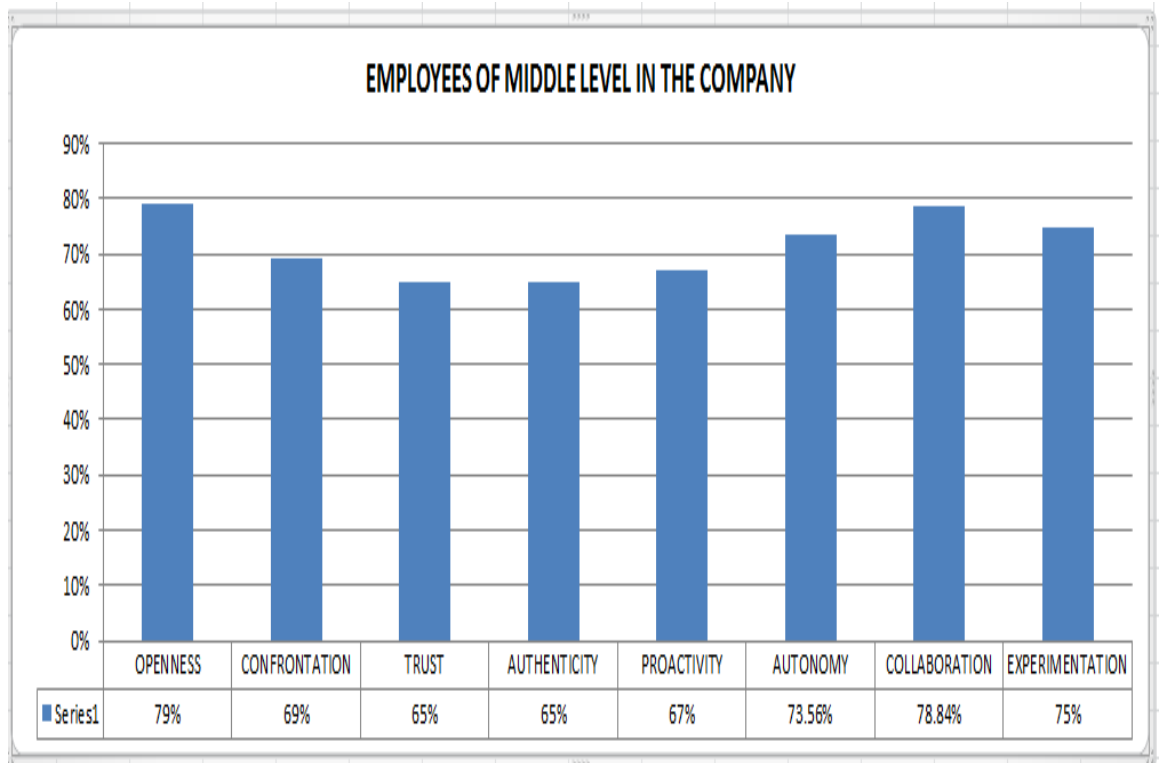
Graph No. 21 Employees of The Information Technology Department

The bar chart shows average percentages calculated on the basis of responses.  
Data Analysis According to Designation of Employees:

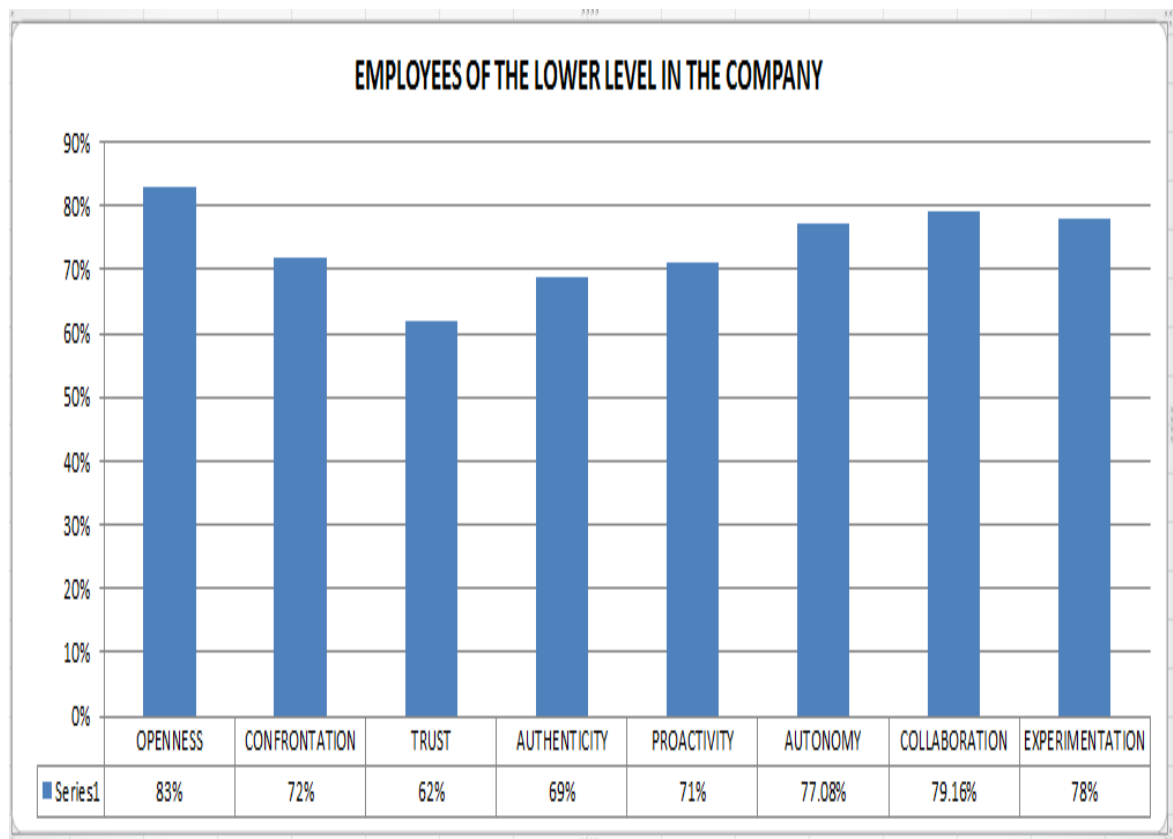


Graph No. 22 Employees of Senior Level In The Company





Graph No. 23 Employees of The Middle Level in The Company



Graph No. 24 Employees of Senior Level In The Company

Employees of Senior Level In The Company

The bar chart shows average percentages calculated on the basis of responses.

**Overall Observations:-**

Years Of Experience	O	C	T	A	P	A	C	E
1 To 5 Years	82.29%	70.83%	68.05%	67.50%	79%	78.12%	79.16%	78%
6 To 10 Years	77.27%	68.63%	77.27%	60.45%	70.45%	72%	78.78%	74%
11 To 15 Years	90.63%	75%	70.83%	57.50%	87.50%	84.38%	79%	79%
More Than 15 Years	80.11%	73.63%	85.60%	70.45%	80%	75%	78.03%	76.51%

Table No. 01 According To Years of experience

The above table shows the average percentages calculated according to the years of experience of the employees for the OCTAPACE where O stands for Openness, C stands for Confrontation, T stands for Trust, A stands for Authenticity, P stands for Proactivity, A stands for Autonomy, C stands for Collaboration and E stands for Experimentation.

Age In Years	O	C	T	A	P	A	C	E
21 TO 30	76.85%	68.88%	75.92%	63.33%	76.85%	72.91%	77.77%	76.85%
31 TO 40	84.02%	77.77%	83.33%	73%	76.85%	77.78%	83.33%	78.70%
41 TO 50	79.54%	68.18%	78.03%	59.54%	77%	74.43%	75.75%	74.24%
51 TO 60	69%	70%	75%	80%	75%	69%	75%	67%

Table No. 02 According To Age Of The Employees

The above table shows the average percentages calculated according to the age of the employees for the OCTAPACE where O stands for Openness, C stands for Confrontation, T stands for Trust, A stands for Authenticity, P stands for Proactivity, A stands for Autonomy, C stands for Collaboration and E stands for Experimentation.

Department	O	C	T	A	P	A	C	E
Human Resource	81.25%	66.67%	66.67%	80%	70.83%	71.88%	70.83%	83%
Administration	81%	80%	75%	72.50%	92%	84%	79%	75%
Research & Development	65.63%	65%	71%	65%	58%	53%	62.50%	63%
Accounts & Finance	75%	77%	90%	69%	82%	78%	87%	82%
Purchase (Materials)	85%	73.33%	81%	75%	77.77%	73%	77.77%	72%
Production (Manufacturing)	85%	68%	78%	52%	80%	74%	75%	73%
Marketing	83.03%	69.99%	78.57%	63.57%	80%	78%	83.33%	80%
Export-Import (EXIM)	69%	63%	66.67%	60%	62.50%	72%	67%	71%
Information Technology	88%	70%	88%	65%	70.83%	81%	87.50%	75%

Table No. 03 According To The Department Of The Employees

The above table shows the average percentages calculated according to the department of the employees for the OCTAPACE where O stands for Openness, C stands for Confrontation, T stands for Trust, A stands for Authenticity, P stands for Proactivity, A stands for Autonomy, C stands for Collaboration and E stands for Experimentation.

Designation	O	C	T	A	P	A	C	E
Senior Level	78%	73%	71%	72%	72%	75%	78.03%	76.51%
Middle Level	79%	69%	65%	65%	67%	73.56%	78.84%	75%
Lower Level	83%	72%	62%	69%	71%	77.08%	79.16%	78%

Table No. 04 According To The Designation Of The Employees

The above table shows the average percentages calculated according to the designation of the employees for the OCTAPACE where O stands for Openness, C stands for Confrontation, T stands for Trust, A stands for Authenticity, P stands for Proactivity, A stands for Autonomy, C stands for Collaboration and E stands for Experimentation.

**Overall Result:-**

The overall result is prepared on the basis of responses given against each question. For example, out of 4 questions on openness, 7, 10, 16 and 14 employees gave 4 (high) rating. Out of this, 16 is the maximum number which is taken here. In this way all the readings are noted.

OCTAPACE	4	3	2	1	NA
Openness	16/30	18/30	5/30	0/30	1/30
Confrontation	10/30	18/30	8/30	4/30	2/30
Trust	17/30	18/30	5/30	0/30	2/30
Authenticity	8/30	16/30	9/30	5/30	5/30
Proactivity	13/30	20/30	8/30	0/30	1/30
Autonomy	12/30	17/30	8/30	1/30	1/30
Collaboration	18/30	17/30	9/30	0/30	1/30
Experimentation	8/30	19/30	8/30	0/30	1/30

Table No. 05 Overall Result

Where 4, 3, 2 and 1 are ratings of the 4-point Likert scale. Where the meaning of ratings is as follows:

4 – Highly valued.

3 – Fairly high valued.

2 – Rather Low valued.

1 – Very low valued.

Openness:-

The above table shows that 16 out of 30 employees have given maximum rating. 16 employees have indicated that openness is highly valued in the company.

The above table shows that 18 out of 30 employees have given 3 rating. 18 employees have indicated that openness is fairly high valued in the company.

Confrontation:-

The above table shows that 10 out of 30 employees have given maximum rating. 10 employees have indicated that confrontation is highly valued in the company.

The above table shows that 18 out of 30 employees have given 3 rating. 18 employees have indicated that confrontation is fairly high valued in the company.

Trust:-

The above table shows that 17 out of 30 employees have given maximum rating. 17 employees have indicated that trust is highly valued in the company.

The above table shows that 18 out of 30 employees have given 3 rating. 18 employees have indicated that trust is fairly high valued in the company.

Authenticity:-

The above table shows that 8 out of 30 employees have given maximum rating. 8 employees have indicated that authenticity is highly valued in the company.

The above table shows that 16 out of 30 employees have given 3 rating. 16 employees have indicated that authenticity is fairly high valued in the company.

Proactivity:-

The above table shows that 13 out of 30 employees have given maximum rating. 13 employees have indicated that proactivity is highly valued in the company.

The above table shows that 20 out of 30 employees have given 3 rating. 20 employees have indicated that proactivity is fairly high valued in the company.

**Autonomy:-**

The above table indicates that 12 out of 30 employees have given maximum rating. 12 employees have indicated that autonomy is highly valued in the company.

The above table shows that 17 out of 30 employees have given 3 rating. 17 employees have indicated that autonomy is fairly high valued in the company.

**Collaboration:-**

The above table shows that 18 out of 30 employees have given maximum rating. 18 employees have indicated that collaboration is highly valued in the company.

The above table shows that 17 out of 30 employees have given 3 rating. 17 employees have indicated that collaboration is fairly high valued in the company.

**Experimentation:-**

The above table shows that 8 out of 30 employees have given maximum rating. 8 employees have indicated that experimentation is highly valued in the company.

The above table shows that 19 out of 30 employees have given 3 rating. 19 employees have indicated that experimentation is fairly high valued in the company.

The above table also indicates that lowest (1 rating) is given by very few (4-5) employees.

Overall observation indicates that higher rating is given against openness, confrontation, trust, autonomy, collaboration and comparatively lesser rating is given against authenticity, proactivity and experimentation.

This indicates that though the overall HRD Climate of an organization is good, still the company needs to take measures for increasing experimentation, proactivity and authenticity amongst the employees.

**Data Interpretation:-**

After analysis, the most important step is to interpret the data which is recorded in the overall observations. The average percentages were calculated for each item of the OCTAPACE culture, according to different groups such as years of experience, age, department and designation of the employees working in the company.

**OCTAPACE According To Different Groups:-**

a) Openness:-

The average percentage of openness is maximum (90.63%) at the level of employees having 11 to 15 years of experience. This shows a strong bonding between the top level management and the employees. Due to such a strong bonding the feeling of openness is more. This helps in free flow of ideas and approaches between the top level management and the employees. Therefore the meetings are very productive.

According to the age, the average percentage of openness is maximum (84.02%) in the group of employees having 31 to 40 years of age.

The average percentage of openness is maximum (88%) in the employees of Information Technology department.

According to designation, the average percentage of openness is maximum (83%) in the employees working at junior level.

b) Confrontation:-

The average percentage of confrontation is maximum (75%) at the level of employees having 11 to 15 years of experience. Due to the strong bonding between management and the employees, the willingness to face and to solve problems rather than to avoid them until they grow into bigger issues is greater. Confrontation of problems also enhances the problem solving capability of the employees and organization.

According to the age, the average percentage of confrontation is maximum (77.77%) in the group of employees having 31 to 40 years of age.

The average percentage of confrontation is maximum (80%) in the employees of Administration department.

According to designation, the average percentage of confrontation is maximum (73%) in the employees working at senior level.

c) Trust:-

The average percentage of trust is maximum (85.60%) at the level of employees having more than 15 years of experience. This shows that the top level management strongly believes in the employees and the employees strongly believes the top level management and their colleagues and subordinates. Due to this the confidentiality of information is maintained, stress is reduced. There is an effective delegation of work and therefore higher productivity.

According to the age, the average percentage of trust is maximum (83.33%) in the group of employees having 31 to 40 years of age.

The average percentage of trust is maximum (90%) in the employees of Accounts & Finance department.

According to designation, the average percentage of trust is maximum (71%) at senior level.

d) Authenticity:-

The average percentage of authenticity is maximum (70.45%) at the level of employees having more than 15 years of experience. Due to authenticity, there is owning up of one's mistakes and unreserved sharing of feelings. There is reduction in distortion of communication. Hence there is least conflict amongst employees and decision making becomes faster.

According to the age, the average percentage of authenticity is maximum (80%) in the group of employees having 51 to 60 years.

The average percentage of authenticity is maximum (80%) in the employees of Human Resource department.

According to designation, the average percentage of authenticity is maximum (72%) at senior level.

e) Proactivity:-

The average percentage of proactivity is maximum (87.50%) at the level of employees having 11 to 15 years of experience. Due to proactivity the employees are willing to take initiative and are action-oriented. Due to this there is early detection of problems. Openness and proactivity enhances self-expression and there is discovery of new approaches, methods and competencies.

According to the age, the average percentage of proactivity is maximum (77%) in the group of employees having 41 to 50 years of age.

The average percentage of proactivity is maximum (92%) in the employees of Administration department.

According to designation, the average percentage of proactivity is maximum (72%) at senior level.

f) Autonomy:-

The average percentage of autonomy is maximum (84.38%) at the level of employees having 11 to 15 years of experience. Due to autonomy the employees can plan their course of action and have freedom and power of making decisions at their level without consultation of higher authority. Due to this the capability of decision making increases. The employees are willing to take responsibility. There is better succession planning.

According to age, the average percentage of autonomy is maximum (77.78%) in the group of employees having 31 to 40 years of age.

The average percentage of autonomy is maximum (84%) in the employees of Administration department.

According to designation, the average percentage of autonomy is maximum (77.08%) at the lower level.

g) Collaboration:-

The average percentage of collaboration is maximum (79.16%) at the level of employees having 1 to 5 years of experience. Due to collaboration employees derive strength from each other through the joy of working together. Collaboration increases group cohesiveness and team spirit.

According to age, the average percentage of collaboration is maximum (83.33%) in the group of employees having 31 to 40 years of age.

The average percentage of collaboration is maximum (87.50%) in the employees

of Information Technology department.

According to designation, the average percentage of collaboration is maximum (79.16%) at lower level.

h) Experimentation:-

The average percentage of experimentation is maximum (79%) at the level of employees having 11 to 15 years of experience. Due to experimentation there is encouragement of innovative approaches for solving problems. The employees also take a fresh look at things. They also use feedback for improvement. The creativity of employees is also increased.

According to age, the average percentage of experimentation is maximum (78.70%) in the group of employees having 31 to 40 years of age.

The average percentage of experimentation is maximum (83%) in the employees of Human Resource department.

According to designation, the average percentage of experimentation is maximum (78%) at lower level.

**Suggestions:-**

It is deduced from the data analysis and data interpretation that Authenticity, trust and proactivity are the constituents of the OCTAPACE culture which have scored comparatively low average percentage in all the four groups. Therefore in the light of analyzed data, following suggestions are given:

- 1) The top level management at Company should concentrate on team – building and also create cross-functional teams which will promote more communication amongst employees of the organization.
- 2) The company should think about implementing QWL initiatives to increase employee sense of responsibility and belonging.
- 3) The company should encourage more informal dialogue between employees to enhance inter-personal relationships.
- 4) To keep staff members up to date on the current trends and to help them enhance their skills, organisations should regularly hold training sessions. Employees will feel more a part of the team as a result and there will be more opportunities for interaction.
- 5) Employee innovation inside system processes and attempts to identify new ways of performing the same work should be promoted.
- 6) Frequent and constructive conversations between superiors and subordinates should be facilitated, and superiors should serve as coaches or mentors to employees in areas where they are lagging behind other team members.

**Conclusion:-**

The conclusion is last and the most important part of the research. After conducting data analysis and data interpretation, the conclusion of this project study can be stated. While conducting the data interpretation, it was seen that the average percentage scores are greater, that are roughly between 60% to 95% for most of the constituents of the OCTAPACE (Openness, Confrontation, Autonomy, Collaboration and Experimentation) amongst all the four groups like according to years of experience in the company, according to the age, according to department and designation of the employees.

Hence it can be concluded that the OCTAPACE culture of the company which facilitates the HRD Climate is also responsible for the organizational effectiveness of the company. Hence it can also be concluded that the organization is effective because of its HRD Climate.

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