
Study of Depth of the Presence of OCTAPACE Culture For Marketing Personnel In Selected Insurance Organizations

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ABSTRACT

HRD believes that individuals in an organization have unlimited potential for growth and development and that their potential can be developed and multiplied through appropriate and systematic efforts. Given the opportunities and by providing the right type of climate in an organization, individuals can be helped to give full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources. 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, which further strengthens practices. 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), proaction (P), autonomy (A) confrontation(C) & Experimentation (E) and it is abbreviated as OCTAPACE. This paper goes on to present the major findings based on descriptive research design undertaken with the help of structured questionnaires to study the OCTAPACE Culture for marketing personnel in Insurance industry. Data is based on the responses from five top management personnel & 25 marketing personnel from the sample of five Insurance organizations in the year 2013. 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 & are having varying level of OCTAPACE culture.

Key Words: - OCTAPACE, Organization Culture, Ethos, Human Resource Development.

Introduction & Brief Review

Human Resource Development may be defined as a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in systematic and planned way. It has been defined as essentially consisting of three Cs: Competencies, Commitment and Culture. All three are needed to make an organization function well. Without

competencies organization may not be the cost effective or optimally efficient. Without commitment, these may not be overcome at all or are done at such a slow pace that they lose relevance. Without an appropriate culture, organization cannot last long. Culture provides the sustaining force and spirit for the organization to live. It provides oxygen needed for them to survive. 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 then produce norms. Organizational ethos are core values. The seven values of organizational ethos were suggested [1]:

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. Proaction: 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.

Research Methodology

An empirical study based on descriptive research design was therefore undertaken with the help of structured questionnaire to study the OCTAPACE Culture for Marketing Professionals in Insurance Industry, which is based on the responses of five Top Management Personnel & 25 Marketing Personnel from the sample of five Insurance organizations in the year 2013. Sample Organizations were Life Insurance Corporation of India (LIC), Bajaj Allianz General Insurance, ICICI Prudential Life Insurance, SBI Life Insurance and Birla Sun Life Insurance. All five organizations are located in Jabalpur (Madhya Pradesh).

Brief about Questionnaire

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, 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.

Data Interpretation & Findings

OCTAPACE	LOW	HIGH
Openness	13	17
Confrontation	10	16
Trust	10	16
Authenticity	10	14
Proaction	12	18
Autonomy	11	16
Collaboration	13	17
Experimentation	11	16

Tentative norms applied to the OCTAPACE profile are listed below:

Following is the table showing comparative analysis of organizations for OCTAPACE dimensions for Marketing 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' is rated as 'excellent' and scores between low and high value are rated as 'very good'.

Organizations →					
	LIC	Bajaj Allianz	ICICI Prudential	SBI Life	Birla Sun Life
OCTAPACE ↓					
Openness	16.93 I (Very Good)	16.83 II (Very Good)	14.33 IV (Very Good)	15.23 III (Very Good)	14.10 V (Very Good)
Confrontation	15.70 II (Very Good)	16.50 I (Excellent)	14.60 IV (Very Good)	12.93 V (Very Good)	14.93 III (Very Good)
Trust	14.96 I (Very Good)	14.86 II (Very Good)	13.56 IV (Very Good)	12.60 V (Very Good)	14.03 III (Very Good)

Authenticity	12.83 V (Very Good)	12.96 IV (Very Good)	13.73 I (Very Good)	13.10 II (Very Good)	13.00 III (Very Good)
Proaction	15.43 I (Very Good)	14.83 II (Very Good)	14.10 III (Very Good)	14.10 III (Very Good)	13.23 IV (Very Good)
Autonomy	13.66 I (Very Good)	13.30 II (Very Good)	11.27 V (Very Good)	13.07 III (Very Good)	12.03 IV (Very Good)
Collaboration	14.36 III (Very Good)	16.10 I (Very Good)	14.16 V (Very Good)	15.30 II (Very Good)	14.40 IV (Very Good)
Experimentation	15.66 II (Very Good)	17.63 I (Excellent)	15.17 III (Very Good)	14.63 IV (Very Good)	13.83 V (Very Good)

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

Hypothesis 1 : Organizations under study are having excellent OCTAPACE Culture for Marketing Personnel.

Hypothesis Testing: s has already been discussed through comparative analysis table, following are the organization wise conclusions for OCTAPACE profile questionnaire for Marketing Personnel.

Life Insurance Corporation of India OCTAPACE Culture in LIC was found to be 'Very Good' for all eight dimensions; therefore hypothesis is rejected for all dimensions.

Bajaj Allianz General Insurance Company Ltd.

OCTAPACE Culture in this organization 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. ICICI Prudential Life Insurance Company Ltd.

OCTAPACE Culture in ICICI Prudential was found to be 'Very Good' for all the dimensions and not 'Excellent' therefore hypothesis is rejected.

SBI Life Insurance Company Ltd.

OCTAPACE Culture in SBI Life was found to be 'Very Good' for all the dimensions and not 'Excellent' therefore

hypothesis is rejected. Birla Sun Life Insurance Company Ltd.

OCTAPACE Culture in Inner Birla Sun Life Insurance Company Ltd. was found to be 'Very Good' for all the dimensions and not 'Excellent' therefore hypothesis is rejected. Hypothesis 2: Organizations under study do not differ significantly in their OCTAPACE Culture for Marketing Personnel. Hypothesis Testing:

On the basis of one-way classification of ANOVA, the Calculated value of F at 5 % level of significance is '6.858' which is greater than the critical value of F (=2.434). Hence null hypothesis is rejected. This implies that there is significant difference in the OCTAPACE Culture of Sample Organizations.

Recommendations & Suggestions

Every human resource is to be considered as living being with emotions, personal needs and views and with certain limitations, and not like perfectly designed computerized machine, which can work without taking any rest. Practice of meditation and yoga along with other HRD tools will surely lead to the healthy work culture and environment.

To develop committed majority of employees, HRD courses must convey clear message to the professionals that the organization has serious concern with the employees, their quality of life at work and at home, their security welfare and convenience. Deliberate attempts should be made for further development of following organizational ethos: Openness, Confrontation, Trust among employees, Authenticity, Proaction, 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 marketing 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. The development programs for marketing personnel on the following aspects may be conducted:

- Problem solving and Decision making skills.
- Creativity and Innovation at work.
- Time and Stress Management.
- Vision workshops for perspective planning.
- Norm establishment and values workshop.
- Interpersonal effectiveness training.

Promotions should be timely and merit based. 'Espirit-de-corps' should be fostered among all employees by better two-way communication among all of the sample organizations. A mechanism for rewarding good work is the major area of concern in Bajaj Allianz. In LIC, top management should take active interest in the development of marketing personnel and should devote more time and resources for the same.

To make marketing personnel more professional, especially in, ICICI Prudential, SBI Life Insurance and Birla Sun Life Insurance Company Ltd., methods such as Total Quality Management, Quality Circles, etc. may be given more emphasis for improving their functioning.

Following factors should be controlled for improving organizational climate:

- Ineffective training with no ground reality.
- Communication gap within the organizations.
- Unethical acts in the organizations.
- Biased appraisal system and promotional decisions.
- Ineffective reward system
- Bureaucratic style of working.

Organizational culture should be such where exemplary followers flourish. HRD Culture and climate in Bajaj Allianz. And LIC 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 LIC more emphasis should be laid on employee welfare so that they can save their mental energy for work. A mechanism for rewarding good work is the major area of concern in Bajaj Allianz. There should be proper reward system in this organization.

In ICICI Prudential, there is a lack of openness. It is the major area 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 SBI Life Insurance, top management should take active interest in the development of marketing personnel and should devote more time and resources for the same.

In Birla Sun Life Insurance, 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 marketing personnel. Marketing 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.

Conclusion

In brief, it can be suggested that replication of this study on other randomly selected Insurance organizations, and comparative analysis of Insurance organizations with other organizations can be made. Also further study can be done to identify the performance indicators of various categories of Management professionals with a view to evolve performance appraisal system and the training policy/designs for marketing personnel.

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