The Impact of OCTAPACE values on Effectiveness of Visakhapatnam Port Trust

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ABSTRACT: Unless Human resources everything is mere.For the sustainable development of any organization ethical values are necessary .Culture is a set of values pertaining to behavior that is conveyed by the physical layout the way, employees interact and conduct themselves with the others. An organization wants to be ethical this can be happen through proper implementation of OCTAPACE 8-Values.Then an organization can make their people dynamic and proactive. To survive it is very essential for an organization to adapt the change in the environment and also prepare their employees continuously   meet the challenges and this will have a positive impact on the organization. Vishakhapatnam Port Trust (VPT) is one of the major twelve ports in India. Employees employing with entire satisfaction. It was meant that to know the nature of ethical behavior and its level of perception is carried out by the employees in this study. For this purpose the researcher has taken to measure the OCTAPACE 8-Values and its contribution to achieve organizational mission. In this context, the present paper is an Endeavour to identify the major factors responsible for non-promoting of organizational effectiveness among the executives and supervisors and their level of perceptional variation   about the prevailing OCTAPACE 8- values and to know the preventive measures for the same with   reference to Visakhapatnam Port Trust(VPT}.The present paper hypothesize that if organizational OCTAPACE profile is high, it would positively contribute to organizational ethics and effective governance. Hence the VPT is taken up for the study.
KEY WORDS: Openness, Collaboration, Trust, Authenticity, Pro-action, Autonomy, Confrontation, Experimentation, VPT.

Introduction

Unless Human resources everything is mere for the sustainable development of any organization ethical values are vital . Culture is a set of values pertaining to behavior that is conveyed by the physical layout the way, employees interact and conduct themselves with the others. An organization wants to be ethical this can be happen through proper implementation of OCTAPACE 8-Values.. To survive congenial ethical values are needed for maximizing the human resources in any organisation. It was meant that to know the nature of ethical behavior and its level of perception is carried out by the employees in this study. For this purpose the researcher has taken to measure the OCTAPACE 8-Values and its contribution to achieve organizational mission. In this context, the present paper is an Endeavour to identify the major factors responsible for non-promoting of organizational effectiveness among the executives and supervisors and their level of perceptional variation about the prevailing OCTAPACE 8- values and to know the preventive measures for the same with reference to Visakhapatnam Port Trust(VPT}. The present paper hypothesize that if organizational OCTAPACE profile is high, it would   positively contribute to organizational ethics and effective governance. Hence the VPT is taken up for the study.

Objectives of the Study:

The aim of the research is to asses the OCTAPACE 8- Values in Visakhapatnam Port Trust namely, Openness, Collaboration, Trust, Authenticity, Pro-action, Autonomy, Confrontation and Experimentation. The research aims to address the following.
1. To assess the nature and ethical behavior of VPT perceived by managers and supervisors.
2. To determine significant differences existing between executives and supervisors on OCTAPACE Values.
3. To measure the extent of OCTAPACE values and know whether they are implemented seriously in the organization or not.
4. To study the OCTAPACE 8-Values impact in achieving the organizational goals.
5. To determine whether there are significant differences in the perceptions of OCTAPACE values related to different departments.

Method of Study, Data Collection and Sampling :
In the study, survey method is adopted. It involves a mere clearly defined problem and definite objectives. It requires expert and imaginative planning, careful analysis and interpretation of the data gathered, logical and skilful reporting of the findings".

Records, Books and Websites
In order to acquire the secondary data, the researcher has visited and gone through the records and content analysed wherever it is required. Requisite additional data is gathered from the manifold of books and websites and the content is analysed.

Sample of the Study :
The sample of the organization was taken from the total 10 departments on the random sample basis. Out of the total 2866 executives and supervisors in VPT, 428 (i.e., 14.9%) were taken as sample for this study.

Presentation of the Study :
OCTAPACE Values survey as well as its reliability and validity is reported on. Furthermore, the sample and the procedure followed to gather the data is highlighted with the statistical methods used to analyse the data and lastly it makes an attempt to present summary and recommendations.

Analysis of the Results of Opinion Survey:
The analysis of results of the opinion survey is an attempt to critically examine the views on the OCTAPACE cultural values. The opinions are obtained on the questionnaire with 5 point scale for better interpretation of the analysis.

Openness:
Employees feel free to express their ideas and the organization is willing to take risks and experiment with new ideas and new ways of doing things.
Response on Openness the Employees Express Freely and Frankly their Opinion

Table-1

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors	19(4.44)	69(16.12)	188(43.93)	126(29.44)	26(6.07)	428(100.0)
When an employee does good work his/her supervising officers take special care to appreciate it	48(11.21)	71(16.59)	174(40.65)	94(21.96)	41(9.58)	428(100.0)
People in this organization do not have any fixed mental impressions about each other	36(8.41)	142(33.18)	127(29.67)	97(22.66)	26(6.07)	428(100.0)
Employees are not afraid to express or discuss their feelings with their superiors	12(2.80)	56(13.08)	130(30.37)	186(43.46)	44(10.28)	428(100.0)
Employees are not afraid to express or discuss their feelings with their subordinates	18(4.21)	57(13.32)	121(28.27)	181(42.29)	51(11.92)	428(100.0)

five statements are constructed to analise opinion of the sample employees that are more than 75%,70%,55%,80%,08%.It is observed that the employees are positive about exchanging negativeor positive aspects of work and expressed their desire to give their best to facilitate this change process.

Collaboration:
Collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together.
Response on Collaboration at Different Level

Table-2

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
People in this organization are helpful to each other	7(1.64)	25(5.84)	134(31.31)	200(46.73)	62(14.49)	428(100.0)
Team spirit is of high order in this organization	36(8.41)	108(25.23)	104(24.30)	139(32.48)	41(9.58)	428(100.0)
The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for the future	43(10.05)	146(34.11)	134(31.31)	83(19.39)	22(5.14)	428(100.0)

The above table indicates that perceptional level of sample employees that are more than 60%,55%,55%.It is observed that the employees are using one another's strength and work together for a common purpose and individuals solve their problems by themselves and implementing the strategy and action plans positive about exchanging negativeor positive aspects of work and expressed their desire to give their best to facilitate this change process.

Trust:

A minimum level of trust may be deemed necessary for the introduction of the performance appraisal system and other elements of HRD. The Department and groups trust each other and can be relied upon to 'do' whatever they say they will.

Response on Trust in Sense of Assurance of other's timely Help
Table-3

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
The managers in this organization believe that employee behaviour can be changed and people can be developed at any stage of their life	25(5.84)	117(27.34)	120(28.04)	152(35.51)	14(3.27)	428(100.0)
When any employee make a mistake, his/her supervisor treat it with understanding and helps him to learn	55(12.85)	65(15.19)	144(33.64)	126(29.44)	38(8.88)	428(100.0)
People trust each other in this organization	12(2.80)	14(3.27)	193(45.09)	145(33.88)	64(14.95)	428(100.0)

The above table indicates that perceptional level of employees regarding openness of the organization ten statements are constructed to analise opinion of the sample employees that are more than 65%,70%,90%.It is observed that the employees are felt more trust and external feelings are necessary for smoothing functioning of the organization.

Authenticity:

Authenticity is the value underlying trust. It is the willingness of a person to acknowledge the feelings he/she has, and accept himself/herself as well as others who relate to him/her as persons.
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Response on Authenticity in Genuine Interaction and Transparency
Table-4

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favouritism	68 (15.89)	42 (9.81)	149 (34.81)	122 (28.50)	47 (10.98)	428 (100.0)
When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend	21 (4.91)	51 (11.92)	97 (22.66)	181 (42.29)	78 (18.22)	428 (100.0)
Employees returning from training programmes are given opportunities to try out what they have learned	74 (17.29)	44 (10.28)	157 (36.68)	80 (18.69)	73 (17.06)	428 (100.0)

The above table indicates that perceptional level of employees regarding authenticity of the organization three statements are constructed to analise opinion of the sa mple employees that are more than70%,80%,80%.It is observed that the employees are willing to accept the feelings of the other employees who relates them as persons.

Pro-Action:
Employees are action - oriented, willing to take initiative sugar show a high degree of Pro activity'. They anticipate issues and act or respond to the needs of the future.

Response on Pro Action in Initiating Action without Promoting
Table-5

Statement	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
The top management of this organization makes efforts to identify and utilize the potential of the employees	29(6.78)	59(13.79)	180(42.06)	112(26.17)	48(11.21)	428(100.0)

The above table indicates that perceptional level of employees regarding pro-action of the organization one statement is constructed to analise opinion of the sample employees that are more than80%.It is observed that the employees are taking initiative action without prompting in the organization. Through this the employee potential is identified by the top management.

Autonomy:
Autonomy is the willingness to use power without fear, and helping others to do the same. Employees have some freedom to act independently within the boundaries imposed by their role/job.

Response on Autonomy in Accountability and Observe Role Boundary
Table-6

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors	90(21.03)	92(21.50)	114(26.64)	113(26.40)	19(4.44)	428(100.0)
Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	71(16.59)	142(33.18)	72(16.82)	128(29.91)	15(3.50)	428(100.0)
When seniors delegate authority to juniors, the juniors use it as an opportunity for development	22(5.14)	109(25.47)	138(32.24)	134(31.31)	25(5.84)	428(100.0)

The above table indicates that perceptional level of employees regarding autonomy of the organization three statements are constructed to analise opinion of the sample employees that are more than 55%50%,70%.It is observed that the employees are positive to express their desires to give their best to facilitate this change in process.

Confrontation:
Employees face the problem and work jointly with others concerned to find its solution. They face the issues squarely without hiding them or avoiding them for fear of hurting each other.

Response on Confrontation in Solving Problems In a win-win Style
Table-7

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
Employees in this organization take pains to find out their strengths and weak points from their supervising officers or colleagues	31 (7.24)	137 (32.01)	119 (27.80)	129 (30.14)	12 (2.80)	428 (100.0)
When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back	70 (16.36)	143 (33.41)	102 (23.83)	84 (19.63)	29 (6.78)	428 (100.0)

The above table indicates that perceptional level of employees regarding confrontation of the organization two statements are constructed to analise opinion of the sample employees that are more than60%,50% .It is observed that the employees are positive to express their desire to give their best to facilitate this change process.

Experimentation:
Experimenting as a value emphasizes the importance given to innovation and trying out new ways of dealing with problems in the organization.

Response on Experimentation to Encourage Newness

Table-8

Statement	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
Employees are encouraged to experiment with new methods and try out creative ideas	68(15.89)	132(30.84)	136(31.78)	64(14.95)	28(6.54)	428(100.0)

The above table indicates that perceptional level of employees regarding experimentation of the organization one statement is constructed to analise opinion of the sample employees that are more than 50%.It is observed that the employees are positive to express their desire to give their best to fecilitate this change process.

Perceptional difference between executives and supervisors

Mean Differences of HRD Climate Dimensions between Executives and Supervisors in the Visakhapatnam Port Trust

Table-9

Variables	Table – 5.29: Mean Differences of OCTAPACE Values Between Executives and Supervisors in the Visakhapatnam Port Trust Mean		SD		df - 428	
	Executives	Supervisors	Executives	Supervisors	t-value	p
Openness	12.18	10.46	2.64	3.78	4.513**	0.000
Collaboration	6.91	6.04	1.41	1.96	4.416**	0.000
Trust	8.21	7.59	1.78	1.87	3.112**	0.002
Authenticity	7.50	6.45	2.79	2.87	3.374**	0.001
Pro-action	2.21	2.22	0.75	1.13	0.091	0.927
Autonomy	5.37	5.54	2.52	2.50	0.647	0.518
Confront	16.51	16.86	5.83	7.01	0.479	0.632
Experimentation	1.87	1.57	0.94	1.16	2.496*	0.013

Group 1: Executives: 117
Group 2: Supervisors: 311

** Significant at 0.01 level, * Significant at 0.05 level.

The above table analyzes the comparative mean score difference of employees of Visakhapatnam Port Trust, whose designations are Executives and Supervisors, on different factors related to OCTAPACE Values. The mean openness factor meant for executives (12.18) was significantly more than the mean of Supervisors(10.46) and the standard deviations are 2.64 and 3.78 respectively. The generated t-value is 4.513 significant at 0.01 level.

The mean collaboration factor meant for executives (6.91) was significantly more than the mean of Supervisors(6.04) and the standard deviations are 1.41 and 1.96 respectively. The obtained t-value is 4.416 significant at 0.01 level. The trust factor meant for executives (8.21) was significantly more than the mean of Supervisors (7.59) and the standard deviations are 1.78 and 1.87 respectively. The obtained t-value is 3.112 significant at 0.01 level. The authenticity factor meant for executives (7.50) was significantly more than the mean of Supervisors (6.45) and the standard deviations are 2.79 and 2.87 respectively. The obtained t-value is 3.374 significant at 0.01 level. The pro-action factor meant for executives (2.21) was significantly less than the mean of Supervisors (2.22) and the standard deviations are 2.79 and 2.87 respectively. The generated t-value is

0.091 is not significant. The autonomy factor meant for executives (5.37) was significantly less than the mean of Supervisors (5.54) and the standard deviations are 2.52 and 2.50 respectively. The generated t-value is 0.647 is not significant. The confrontation factor meant for executives (16.51) was significantly less than the mean of Supervisors (16.86) and the standard deviations are 5.83 and 7.01 respectively. The generated t-value 0.479 is not significant. The experimentation factor meant for executives (1.87) was significantly more than the mean of Supervisors (1.57) and the standard deviations are 0.94 and 1.16 respectively. The obtained t-value is 2.496 significant at 0.05 level.

The analysis infers that there is a significant difference between the Executives and Supervisors on openness, collaboration, trust, authenticity, experimentation . In all these variables Executives tendered more positive response than the Supervisors.

The Correlations within and between among the OCTAPACE Values
Table-10

Correlations Marked correlations are significant at p < .05000 N=428 (Case-wise deletion of missing data)								
	Open	Coll.	Trust	Auth.	Proact	Autono	Confront	Experi
Openness	1.00							
Collaboration	0.39*	1.00						
Trust	0.37*	0.45*	1.00					
Authenticity	0.60*	0.62*	0.30*	1.00				
Pro-action	0.34*	0.49*	0.44*	0.50*	1.00			
Autonomy	0.33*	0.61*	0.43*	0.53*	0.48*	1.00		
Confrontation	0.39*	0.69*	0.48*	0.63*	0.60*	0.97*	1.00	
Experimentation	0.54*	0.49*	0.37*	0.61*	0.59*	0.60*	0.64*	1.00

The above table infers the correlation between the OCTAPACE Values in the Visakhapatnam Port Trust. In the above table it is clear that. The correlation value between openness and collaboration (r=0.39) is significant. The 'r' value between openness and trust 0.37 is significant. In the same way the correlation values of authenticity, pro-action, autonomy, confrontation and experimentation are 0.60, 0.34, 0.33, 0.39,and 0.54, respectively. All these 'r' values are significant. The correlation values for collaboration with trust, authenticity, pro-action, autonomy, confrontation, and experimentation, are 0.45, 0.62,and 0.49, respectively and all dimensions are significant at 0.01 level. The 'r' values for authenticity, pro-action, autonomy, confrontation and experimentation, with trust are 0.30, 0.44, 0.43, 0.48,and 0.37 respectively. The 'r' values of authenticity and pro-action, autonomy, confrontation ,and experimentation, are 0.50, 0.53, 0.63, 0.61,and 0.71, respectively. The correlation values of pro-action with autonomy, confrontation and experimentation, are 0.48, 0.60, and 0.59, respectively. The calculated 'r' values for autonomy with confrontation, and experimentation are 0.97, 0.60,and 0.57 respectively. The correlation values of confrontation with experimentation is 0.64. The 'r' values for the value of experimentation is 0.45.

The analysis shows that each dimension is positively correlating with the other dimensions. This indicates that there is a positive and significant relation within and between the OCTAPACE 8-Values in the ogranisation.

Findings:
- Maximum of 75%,70%,55%,80%,80%,.of respondents are satisfied regarding openness of the organization. It is observed that the employees are positive about exchanging aspects of work and expressed their desire to give their best to facilitate this change process.
- Maximum of 60%,55%,55%.of respondents are satisfied regarding collaboration of the organization It is observed that the employees are using one another's strength and work together for a common purpose and individuals solve their problems by themselves and implementing the strategy and action plans.
- Maximum of65%,70%,90%..of respondents are satisfied regarding trust of the organization 65%,70%,90%.It is observed that the employees are felt more trust and external feelings are necessary for smoothing functioning of the organization.

- Maximum of 70%,80%,80%.of respondents are satisfied regarding authenticity of the organization It is observed that the employees are willing to accept the feelings of the other employees who relates them as persons.
- Maximum of 80%of respondents are satisfied regarding pro-action of the organization .It is observed that the employees are taking initiative action without prompting in the organization. Through this the employee potential is identified by the top management.
- Maximum of60%,50% of respondents are satisfied regarding confrontation of the organization .It is observed that the employees are positive to express their desire to give their best to facilitate this change process.
- Maximum of 50%.of respondents are satisfied regarding experimentation of the organization.It is observed that the employees are positive to express their desire to give their best to fecilitate this change process.
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Suggestions:

- The organization should reduce the gap between the superior and subordinates when problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back. Cordial relations are necessary for the smooth functioning of the organization.
- The organization should encourage the employees to innovate and trying out new ways of dealing problems in the organization. Problems should be solved at initial level unless it leads to a mistake.
- The organization should improve the acceptance level of trust among the employees in the organization .More trust and external feelings are necessary for the smooth functioning of the organization.
- The organization should provide more autonomy among the employees to feel more freedom to act independently within the boundaries imposed by their roles. Then the employees express their desires to give their best to fecilitate the developmental process.
- The organization should measure the contribution of OCTAPACE Values in making effectiveness of the organization.
- The superior should communicate weaknesses of the employees in non threatening way through providing more counseling centers.

Conclusions:

This study highlights organization ethical performance which is based on ethical values comprising openness, trust, collaboration, fairness in appraisal, working environment, training, and experimentation.The study reveals that more than 80%of the employees perceived positively on the OCTAPACE Values are favourable and contributing a lot in achieving the organizational mission .In OCTAPACE- eight values more than 65% of the employees are felt satisfied and perceived positively and the overall conclusion about the OCTAPACE Values in Visakhapatnam Port Trust is excellent.If the company continues the same stream of OCTAPACE Values in future it may achieve many glorious things.

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